Research Product 97-08

Analysis of the Function to Coordinate, Synchronize, and Integrate Fire Support as Accomplished by a Division

Harold T. Fields, Jr., and William J. Mullen III
BDM Federal, Inc.

Franklin L. Moses
U.S. Army Research Institute

19970818 051

February 1997

Advanced Training Methods Research Unit

U.S. Army Research Institute for the Behavioral and Social Sciences

Approved for public release; distribution is unlimited.

DTIC QUALITY INSPECTED 4

U.S. ARMY RESEARCH INSTITUTE
FOR THE BEHAVIORAL AND SOCIAL SCIENCES

A Field Operating Agency Under the Jurisdiction
of the Deputy Chief of Staff for Personnel

EDGAR M. JOHNSON
Director

Research accomplished under contract
for the Department of the Army

BDM Federal, Inc.

Technical review by

J. Douglas Dressel, ATMRU
James F. Love, Independent Consultant

NOTICES

FINAL DISPOSITION: This Research Product may be destroyed when it is no longer needed. Please do not return it to the U.S. Army Research Institute for the Behavioral and Social Sciences.

NOTE: This Research Product is not to be construed as an official Department of the Army position, unless so designated by other authorized documents.

REPORT DOCUMENTATION PAGE

1. REPORT DATE	2. REPORT TYPE	3. DATES COVERED (from. . . to)
1997, February	Final	Aug 1994- Nov 1996

4. TITLE AND SUBTITLE	5a. CONTRACT OR GRANT NUMBER
Analysis of the Function to Coordinate, Synchronize, and Integrate Fire Support as Accomplished by a Division	MDA 903-92-D-0075, DO0029
	5b. PROGRAM ELEMENT NUMBER 0602785A
6. AUTHOR(S) Harold T. Fields, Jr., and William J. Mullen III (BDM); and Franklin L. Moses (ARI)	5c. PROJECT NUMBER A791
	5d. TASK NUMBER 2122
	5e. WORK UNIT NUMBER C01

7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES)	8. PERFORMING ORGANIZATION REPORT NUMBER
BDM Federal, Inc. DoD Center Monterey Bay 400 Gigling Road Seaside, CA 93955-6771	
9. SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES)	10. MONITOR ACRONYM
U.S. Army Research Institute for the Behavioral and Social Sciences ATTN: PERI-II 5001 Eisenhower Avenue Alexandria, VA 22333-5600	ARI
	11. MONITOR REPORT NUMBER Research Product 97-08

12. DISTRIBUTION/AVAILABILITY STATEMENT

Approved for public release; distribution is unlimited.

13. SUPPLEMENTARY NOTES

COR: Franklin L. Moses

14. ABSTRACT *(Maximum 200 words)*:

This Research Product provides a detailed description of fire support as accomplished by a Division. It is one in a series that describes the tasks, performers, and outcomes for the combat function of Coordinate, Synchronize, and Integrate Fire Support. Assessment criteria are provided for reports in this series except for the one at Brigade level. Reports focus on fire support at the echelons of Brigade, Division, and Corps and to related functions at Corps as a Joint Task Force.

This series of Research Products provides resource documents for military and civilian trainers to assist in the design and evaluation of single service and joint training. Doctrinal writers may use these descriptions as a basis for modifying current doctrine or for the formulation of future doctrine.

15. SUBJECT TERMS

Military training	Groups/Teams	Division	Fire support
Training methods	Functions	Assessment	Synchronization

SECURITY CLASSIFICATION OF			19. LIMITATION OF ABSTRACT	20. NUMBER OF PAGES	21. RESPONSIBLE PERSON (Name and Telephone Number)
16. REPORT	17. ABSTRACT	18. THIS PAGE			
Unclassified	Unclassified	Unclassified	Unlimited	148	Franklin L. Moses 703-617-5948

Research Product 97-08

Analysis of the Function to Coordinate, Synchronize, and Integrate Fire Support as Accomplished by a Division

Harold T. Fields, Jr., and William J. Mullen III
BDM Federal, Inc.

Franklin L. Moses
U.S. Army Research Institute

Advanced Training Methods Research Unit
Robert J. Seidel, Chief

U.S. Army Research Institute for the Behavioral and Social Sciences
5001 Eisenhower Avenue, Alexandria, Virginia 22333-5600

Office, Deputy Chief of Staff for Personnel
Department of the Army

February 1997

Army Project Number
2O262785A791

Education and Training Technology

Approved for public release; distribution is unlimited.

FOREWORD

One of the goals for the U.S. Army Research Institute for the Behavioral and Social Sciences (ARI) is to facilitate the training of Army units by designing strategies and methods that successfully incorporate emerging technologies such as distributed simulations. Part of meeting this goal is to have comprehensive descriptions of what needs to be trained. The coordination, synchronization, and integration of fire support presents particular training challenges and benefits. Fire support can overwhelm an enemy force before friendly troops are put into harm's way.

This work is the second in a series of four reports that describe the complex procedure and performance of fire support at different echelons. The depiction of this combat force multiplier can be used by civilian and military trainers when assessing unit performance or developing enhanced training. ARI is using this work in its research on the effective use of distributed simulation for multi-Service and Joint training in support of ground operations.

ZITA M. SIMUTIS
Technical Director

EDGAR M. JOHNSON
Director

ANALYSIS OF THE FUNCTION TO COORDINATE, SYNCHRONIZE, AND INTEGRATE FIRE SUPPORT AS ACCOMPLISHED BY A DIVISION

CONTENTS

Page

INTRODUCTION 1

FUNCTIONAL ANALYSIS COMPONENTS OVERVIEW 1-1

PURPOSE AND OUTCOMES OF BF 15 2-1

FLOW CHARTS BY BATTLE PHASE (PLAN, PREPARE, EXECUTE) 3-1

OTHER BFs THAT INTERACT WITH BF 15 4-1

KEY PARTICIPANTS BY TASK 5-1

KEY INPUTS AND OUTPUTS TO BF 15 6-1

TASK LIST SUMMARY 7-1

TASK LIST 8-1
- Planning Task List 8-1
- Preparation Task List 8-21
- Execution Task List 8-28

BF ASSESSMENT PACKAGE 9-1

REFERENCES 10-1

APPENDIX A. INDEX OF BATTLEFIELD FUNCTIONS A-1

B. STRUCTURE OF BATTLEFIELD FUNCTIONS B-1

C. LIST OF ABBREVIATIONS AND ACRONYMS C-1

Page

LIST OF FIGURES

FIGURE

1. Brigade input to division 3-1
2. Division input to brigade 3-2
3. Brigade and division exchanging information 3-2
4. Key task inputs and outputs 3-2
5. Task linkage to other BF and units 3-3
6. Other BF linkage to tasks 3-3

LIST OF TABLES

TABLE

1. Use of Division Fire Support Components: Planning Phase 9-4
2. Use of Division Fire Support Components: Preparation Phase 9-6
3. Use of Division Fire Support Components: Execution Phase 9-7
4. Acquisition of Targets and Execution of Fires: Counterfire Battle 9-8
5. Acquisition of Targets and Execution of Fires: Deep Battle 9-9
6. Acquisition of Targets and Execution of Fires: Close Battle 9-10
7. Acquisition of Targets and Execution of Fires: Rear Battle 9-11

ANALYSIS OF THE FUNCTION TO COORDINATE, SYNCHRONIZE, AND INTEGRATE FIRE SUPPORT AS ACCOMPLISHED BY A DIVISION

Introduction

Given the task-based nature of training, improved tools to identify, structure, and organize tasks are essential for maintaining training readiness. The changes in military missions for the 21st Century combined with decreasing budgets and numbers of personnel enhance the need for more efficient training development tools. Providing such tools has been a continuing effort of the U.S. Army Research Institute for the Behavioral and Social Sciences (ARI). The current effort specifically complements the Army Training and Evaluation Plan-Mission Training Plans (ARTEP-MTPs) and the Army's initiatives to improve training for multi-Service and joint operations. The point-of-departure is the set of Battlefield Operating Systems (BOSs). The purpose is to analyze a function and identify its components useful to trainers and training developers at the higher echelons.

A traditional approach to structuring training is listing tasks by mission as done in the ARTEP-MTPs. A complementary approach is to analyze functions. Several initiatives have considered tasks in relation to functional areas rather than missions. One such approach was adopted at the Combat Training Centers (CTCs). The specific approach developed in the mid-1970s used BOSs as the framework for after action reviews (AARs) and take-home packages. The BOSs are seven functional areas which encompass tactical operations.

In addition, to enhance the utility of the BOS structure, the U.S. Army Training and Doctrine Command (TRADOC) developed the Blueprint of the Battlefield. That work used the BOS structure as a framework to describe the tactical level of war in terms of operating systems, functions, and generic tasks. While the functional hierarchy in the Blueprint of the Battlefield provided finer granularity than the BOS, the Blueprint of the Battlefield did not represent battlefield processes, critical sequences of events, procedural steps, and many of the tasks that must be accomplished.

A recent initiative to consider tasks in relation to functions is called the Joint and Multi-Service Distributed Training Testbed (JMDT2), which addresses training development for multi-Service or joint operations. It depends on the analysis of functions to help organize the extensive kinds and numbers of tasks. JMDT2 is a research program to develop improved methods and metrics for assessing training effectiveness and estimating combat readiness. Included are (a) metrics for how well forces coordinate and synchronize resources such as firepower, and (b) tools for providing meaningful feedback through debriefings and AARs. JMDT2 is being conducted by ARI in cooperation with the other military services and the Office of the Secretary of Defense. The initial phase (1993-1995) focused on training tactics, techniques, and procedures for multi-Service Close Air Support (CAS). The current phase focuses on training fire support and joint fires, the topic of the analysis described in this report.

This research product is part of an effort to improve further the functional structure for planning and assessing collective training through the identification and analysis of battlefield functions (BFs) defined as follows:

BATTLEFIELD FUNCTION: *Processes or activities occurring over time that must be performed to accomplish a mission(s) or supporting critical tasks. It provides task integration, combined arms interaction, and inter-Battlefield Operating Systems (BOSs) linkages.*[1]

Like the Blueprint of the Battlefield, the BFs focus on functions (activities and processes that occur over time) while retaining granularity that supports task-based training. The BF analyses extend the Blueprint of the Battlefield in two ways:

- Identify relationships among BOSs, tasks, echelons, and people required to achieve identified outcomes, thus improving representation of battlefield processes and sequences of events.

- Provide explicit ties to tasks derived from ARTEP-MTPs and doctrine, tactics, techniques, and procedures described in doctrinal manuals, applied at CTCs, or identified by experienced field commanders, thus improving representation of procedural steps and tasks that must be accomplished.

Functional analyses of BFs are conducted at a level of detail that supports a functional approach to training. This approach uses battlefield functions performed by units as the basis for planning training and for assessing its proficiency. The analyses provide a context and a framework to apply the functional approach to training. They build on previous work from functional analyses for an armored battalion task force and brigade combat team, and existing doctrinal publications and information relevant to the function of coordinating, synchronizing, and integrating fire support. The information about fire support came from a combination of existing military publications and subject matter experts.

The function of Coordinate, Synchronize, and Integrate Fire Support addresses all aspects of targeting and the applications of lethal and non-lethal fires delivered by all services on the enemy or terrain to support the division commander's concept and intent. Offensive use of nuclear, biological and chemical (NBC) agents is not addressed in this task analysis to reflect the policy of the United States government.

This analysis portrays the division serving under a corps headquarters within a joint task force (JTF). It reflects tasks, products, and participants required by the division to employ all aspects of indirect fire support available and employed under division control (i.e., artillery, mortars, close air support (CAS), electronic warfare (EW), naval surface fires (NSF), and Army aviation[2]).

---

[1]The term "Battlefield Function (BF)" was designated by TRADOC in September 1996 to replace "Critical Combat Function (CCF)". TRADOC also renamed "task analysis" (TA) to "function analysis" (FA).

[2]Although Army aviation is a maneuver force, it is also integral to providing fire support at the division level in a joint environment. Hence, it has been included as an adjunct of indirect fire support because the use of attack helicopters is a course of action that will be considered by the division targeting cell. Additionally, Army aviation elements are important target acquisition assets.

The battle phases PLAN, PREPARE, and EXECUTE relate to the entire division battle-- not just to this particular BF. The analysis identifies the tasks that the division commander, staff, and all subordinate and supporting elements of the division must perform to coordinate, synchronize, and integrate all indirect fire support. The processes are continuous due to the continual nature of battle. However, for the purpose of analysis and for portrayal, the analysis is depicted as beginning with the receipt of the corps warning order. It addresses the actions and coordination activities initiated by the division commander and staff (planning phase); continues through the division preparation for battle by detailing the modification and refinement of the fire support plan (preparation phase); and culminates with the synchronized and integrated employment of indirect fires during conduct of the battle and consolidation/reorganization following the battle, including those actions required to react to unexpected changes in the battle plan (execution phase).

The analysis does not address the technical tasks necessary to actually fire artillery or naval surface fires, prepare and deliver CAS or Army aviation fires, or conduct offensive electronic warfare.

This functional analysis focuses on the coordination tasks necessary to synchronize and integrate all indirect fires with the division scheme of maneuver during deep, close, and rear operations. Since the division habitually fights as part of a joint force, the analysis includes the integration of external assets such as tactical air control parties (TACPs) and air liaison officers (ALOs) for CAS, and an air and naval gunfire liaison company (ANGLICO) for naval surface fires and control of naval air.

The level of detail and the tasks examined were selected as important for a division-level collective training strategy. Individual proficiency in branch related skills required to execute the collective tasks is assumed due to the experience level of officers and non-commissioned officers (NCOs) serving at the division level.

An assessment module was developed for the function. Using the measures of effectiveness and performance provided, commanders and trainers can assess unit performance and prepare AARs at several levels of detail and from different perspectives, (e.g., battle phase, asset utilization).

In this analysis, an effort was made to identify specific task titles taken directly from the appropriate ARTEP-MTP. Those task titles not taken from the ARTEP-MTP are derived titles that may apply to either: a) a part of a subtask or other element of the ARTEP-MTP; b) multiple subtasks of different, but related, tasks of an ARTEP-MTP; c) tasks not contained in the ARTEP-MTP, but implied by other tasks; d) requirements in appropriate field manuals (FMs) or other relevant documents; e) or performance requirements considered necessary based on experiences of serving and former division commanders.

The BFs which cover the command and control BOS as performed by a division have not been analyzed. Tasks about these BFs (BF 18 [Plan for Combat Operations], BF 19 [Direct and Lead Units During Preparation for the Battle], and BF 20 [Direct and Lead Units in Execution of Battle]) were extrapolated and have been integrated into this task analysis. Integrated as well are relevant tasks selected from the functional analyses of JTF, corps, brigade, and battalion task force

performance of BF 15. These linkages describe the horizontal interrelationship of tasks among BFs at a given echelon and the vertical relationship between echelons within a BF required for mission accomplishment.

Three appendices are included in this report. Appendix A provides a listing of the thirty-nine (39) BFs relevant to tactical echelon units grouped by the BOS they support. Not all the BFs listed are germane to division-level training. Appendix B provides the definition of each BF. Appendix C is a listing of the abbreviations and acronyms used in this report.

Functional Analysis Components Overview

The purpose of this section is to present a brief overview of the components of this analysis. The components facilitate use of the analysis for a variety of purposes. Several applications are described in the next section. The title and a brief description of each component follow.

Introduction: Information is provided concerning the presentation of analysis components and the context in which the analysis was developed. The information provides an overview of the analytical approach.

Purpose and Outcomes of BF 15: The overall end result which the BF is supposed to accomplish, termed the purpose, is identified. This component also identifies the end states or bottom line results necessary to achieve the purpose, termed outcomes. As a consequence, this component of the analysis defines the end states that performance of the tasks must accomplish.

Flow Charts by Battle Phase (Plan, Prepare, Execute): This graphical description portrays the sequence of BF tasks within the framework of tactical battle phases. This component describes the flow of tasks during each battle phase, the vertical task linkages (to higher and lower echelon units), and horizontal linkages to other BFs for the echelon being analyzed. It also depicts information flow which affects the tasks.

Other BFs Which Interact with BF 15: Tasks performed in other BFs or by other units are described as they relate (i.e., are linked) to the tasks of BF 15. These descriptions provide verbal details of the relationships portrayed graphically by the Flow Charts. The purpose of this component is to allow the user to incorporate related tasks and participants into a training exercise for this BF. Tasks which link to this analysis have been extracted for BFs or units for which functional analyses have been accomplished and extrapolated for those which have not yet been developed.

BF 15 Key Participants by Task: The participants required to perform the tasks are identified. Identification is based on the appropriate echelon/type unit TO&E, and includes special staff members who are critical for task accomplishment.

Key Inputs and Outputs to BF 15: The critical information required and generated by participants to successfully accomplish the BF is identified. Where information results from the performance of the BF tasks, BF information output is identified. One BF's information output normally is provided as another BF's input. Critical input and output are organized by the specific part of the doctrinal product or means used to communicate it. The source of critical information is specific only to the BF echelon and function being analyzed, and is not intended to reflect all the information the product may contain. The linkages of inputs and outputs to specific tasks are depicted in the Flow Charts by Battle Phase component.

Task List Summary: The tasks which are required to achieve the purpose of the BF are listed and organized by battle phase.

Planning, Preparation, and Execution Task Lists: Tasks and supporting tasks necessary to perform the function are listed by battle phase. Normally, the task identifies the primary participants responsible for performing the tasks. The tasks have been extracted from the appropriate Army training and evaluation plan-mission training plans (ARTEP-MTPs), echelon and functional area field manuals (FMs), and proponent school special texts. The specific sources of references for each task and sub-task are shown in brackets [ ] following the task.

Assessment Package: A series of measures of effectiveness and performance are provided so that BF performance can be assessed from various perspectives and levels of detail. These measures are described with a brief rationale for their development and use.

References: The sources of information from which this BF function analysis is derived are listed. The source's title and publication date are provided for users to locate the doctrinal source material for further detail and context.

Use of the Functional Analysis

The analysis of a function can support a variety of uses. This section suggests general uses and informational needs that can be met for commanders and training developers.

Developers and commanders often begin by performing or examining one or more front end analyses (FEAs) to gain an understanding of a relevant issue. Whether they perform FEAs themselves or draw from available analyses (like the functional analyses), information is sought on many topics. Likely topics include the following (with relevant functional analyses' components indicated):

- What are the objectives/missions of the system? (Purpose and Outcomes)
- What are the vertical and horizontal linkages between elements, and what are the information inputs and outputs associated with these? (Flow Charts by Battle Phase, Other BFs which Interact with BF 15, and Key Inputs and Outputs to BF 15)
- What are the processes and tasks being performed within each element? (Task Lists and Flow Charts by Battle Phase)
- Who are the players and/or target audience? (BF 15 Key Participants by Task)

Two detailed examples of functional analysis usage are presented below. These examples demonstrate, first, how unit commanders and, second, how training developers can use the analyses. The examples can serve as a guide for other potential users since generic information within the functional analyses is transferable to the other applications.

Unit Commanders

Unit commanders use Army doctrine as contained in FM 25-100, Training the Force (November 1988), and FM 25-101, Battle Focused Training (September 1990) to assess training effectiveness and to plan training events. The functional analyses provide relevant information for assessment and planning within the intent of those documents. The added information supports functional training which uses proficiency related to functions as the basis for identifying tasks to be trained and structuring training on those tasks. The functional analyses supplement the training and assessment systems and processes already in use by commanders.

1. **Conduct Training Assessment**

The commander assesses the mission essential task list (METL) to identify functions that require attention, to select outcomes for training focus, and to provide specific guidance for training. This functional training assessment allows the commander to perform an analysis across several layers with a successively narrow focus:

a. METL tasks.
b. Each BOS for each METL task that requires remediation or sustainment.
c. Relevant BFs for each BOS that requires remediation or sustainment.
d. Relevant outcomes for each BF that requires remediation or sustainment.

The assessment module included with this task analysis provides a series of charts based on the BF purpose, outcomes, and tasks that facilitate the organization of observations and determination of a training assessment.

2. **Plan Training Events**

The functional analysis supports three tasks related to planning a training event. Use of the analysis to perform each of these tasks is described below.

a. Selecting Tasks and Supporting Tasks to be Trained

1) Selection of tasks by outcome or battle phase. When the training assessment identifies outcomes to be achieved, trainers can focus their attention on particular tasks that support the outcome. This requires sorting the tasks by outcomes. If trainers have no basis for identifying an outcome within the BF or if the training is to focus on a single battle phase, tasks can be selected from the Task List Summary component. This component is organized by the battle phases of plan, prepare, and execute. It is supported by the Flow Charts.

2) Selection of supporting tasks. Trainers must also select supporting tasks which make up blocks of performance required by the primary task. Each task and supporting task is structured to describe actions to be performed (e.g., steps) or the end states of the task (i.e., aspects of the standard). The detailed description for each task and supporting task is contained in the Task List for each phase of the battle.

3) Identification of references. The doctrinal source (publication number and task number or page number), in brackets, is included with the listing of each task and supporting task. Trainers can (a) determine the doctrinal publication title and publication date, and (b) refer to doctrinal source material for further detail and context, if desired.

b. Selecting the Training Audience. After determining which tasks must be trained, trainers should next identify the training audience. The BF 15 Key Participants by Task component of the functional analysis supports that analysis. This component specifies the participants required to perform the tasks selected for training. One potential result of this review is that trainers may have to coordinate (through the appropriate commanders) with external units to have a specific special staff member participate in the training event.

c. Identifying Task Training Sequences and Products to Support Training. Unit trainers must also decide which products and information sources must be replicated or emulated to introduce external stimuli to the training events. The Flow Charts by Battle Phase and Key Inputs and Outputs to BF 15 components help indicate that information.

The flow charts are a companion to the task lists. They provide a graphical description of tasks as they are sequenced within the framework of the battle phases. By using them, trainers can identify: (a) the flow of tasks during each battle phase; (b) vertical task linkages (to higher and lower echelon units); (c) horizontal task linkages (to tasks in other BFs for the echelon being analyzed); and (d) information input and output which affect relevant tasks. Although the sequencing of tasks throughout each battle phase is intended to reflect the flow of tasks, tasks may be performed concurrently or may interact with preceding or subsequent tasks.

The Input section of the Key Inputs and Outputs to BF 15 contains critical information, organized by the doctrinal product or means to communicate it, required by participants to achieve the purpose of the BF. The information and products described must be replicated to drive training events.

The Outputs section of the Key Inputs and Outputs to BF 15 describes information which results from the performance of the BF tasks. The Outputs should be covered by performance standards and usually should be part of the AAR.

Training Developers

Training developers provide new and modify existing training support material to facilitate use of new doctrine, emerging technologies, changes in organization, and strategies to cope with reduced resources and restricted training environments. Potential uses of a functional analysis include development of training support packages and development of training aids, devices, simulators, and simulations.

The TRADOC centers (branch proponents) develop training materials to guide individual and collective training. Training development is conducted within the framework of the systems approach to training. The analyses support the systems approach for collective training by

identifying not only the tasks for each type of unit, but also horizontal and vertical relationships within each BOS, relationships among BOS, and relevant details about the relationships. The descriptions of interrelationships, which illustrate the scope of required synchronization plus details about tasks and supporting tasks, provide training developers with in depth information about the content of training which they are supporting.

Purpose and Outcomes of BF 15

This component identifies what the BF is supposed to accomplish overall, which we term the purpose. The component also identifies the end states or bottom-line results necessary to achieve the purpose, which we term outcomes. As a consequence, this component of the analysis defines the end states that performance of the tasks will accomplish.

PURPOSE

The coordination, synchronization, and integration of targeting assets, indirect fire weapons, armed aircraft, naval surface fires, electronic countermeasures (ECM), and other lethal and non-lethal means against ground targets in support of division operations.

OUTCOMES

1. The fire support plan effectively integrates all targeting means and indirect fire systems to support the division scheme of maneuver, to facilitate future operations, and to provide the commander flexibility to react to unexpected enemy actions.

2. All target acquisition assets are positioned to observe, process, and as appropriate, control indirect fire support missions on named areas of interest (NAIs), target areas of interest (TAIs), and preplanned targets.

3. The division fire support element (FSE) coordinates continuously with all fire support assets in order to ensure that their fires are thoroughly integrated, synchronized, and effectively delivered to support the division scheme of maneuver and commander's intent.

4. Fires are delivered in a manner which avoids fratricide, collateral damage, and noncombatant casualties. This includes the coordination, synchronization, and integration of target acquisition assets, indirect fire weapons, armed aircraft, naval surface fires, electronic countermeasures, and other lethal and non-lethal means against ground targets in support of division operations.

Flow Charts by Battle Phase (Plan, Prepare, Execute)

This component illustrates BF tasks as they are sequenced within the framework of tactical battle phases (e.g., planning, preparation, execution). The purpose of this component is (1) to indicate the flow of tasks during each battle phase, (2) to show vertical task linkages (to higher and lower echelon units) and horizontal task linkages (to other BF tasks for the echelon being analyzed), and (3) to depict information input and output which affects each task. Although the sequencing of tasks throughout each battle phase is intended to reflect the flow of tasks, tasks may be performed concurrently or may overlap with preceding or subsequent tasks.

Each echelon is labeled on the left of the flow chart. A horizontal line depicts the flow of tasks by sequence, reading left to right. The horizontal line for the echelon being analyzed is bolder than all other echelon horizontal lines.

Each task box contains a major task paraphrased from the BF Task List. On the inside and upper left corner of each task box is placed the appropriate task number from the task list. The linkages of tasks, both vertical and horizontal, are depicted with lines. Arrowheads are placed on the linking lines to reflect the relevance of the linkage. Examples follow:

Figure 1 illustrates a brigade task providing input or otherwise supporting a division task.

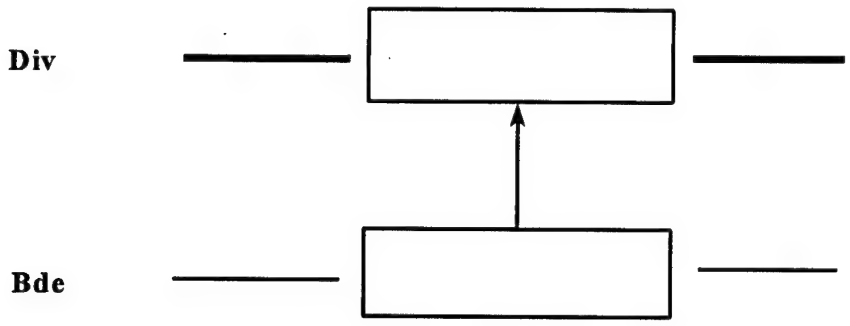


Figure 1. Brigade input to division.

Figure 2 illustrates a division task providing input or otherwise supporting a brigade task.

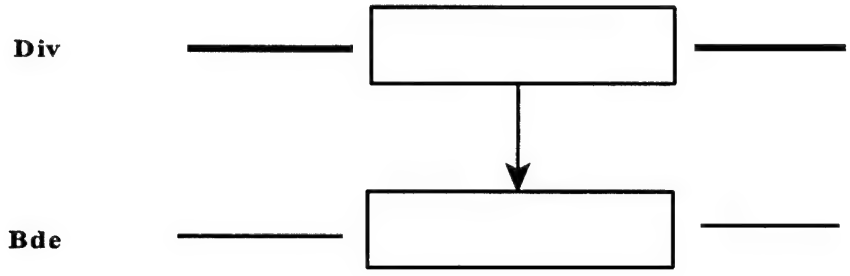


Figure 2. Division input to brigade.

Figure 3 illustrates both brigade and division tasks providing input or otherwise exchanging information which both tasks require.

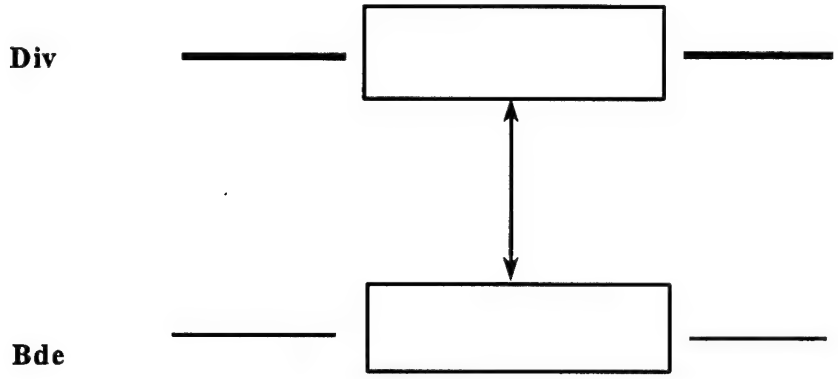


Figure 3. Brigade and division exchanging information.

Lines with no arrowheads reflect an inter-relationship between two or more tasks.

The relevant Input and Output letters listed in the Key Inputs and Outputs component are listed on the outside of the upper right corner of the task box. This is illustrated in Figure 4. Each relevant task is depicted with input information which is required to perform the task and output information which is produced as a result of performing the task. Input and Output information is listed in the Key Inputs and Outputs component of the BF analysis.

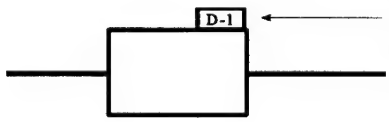


Figure 4. Key task inputs and outputs.

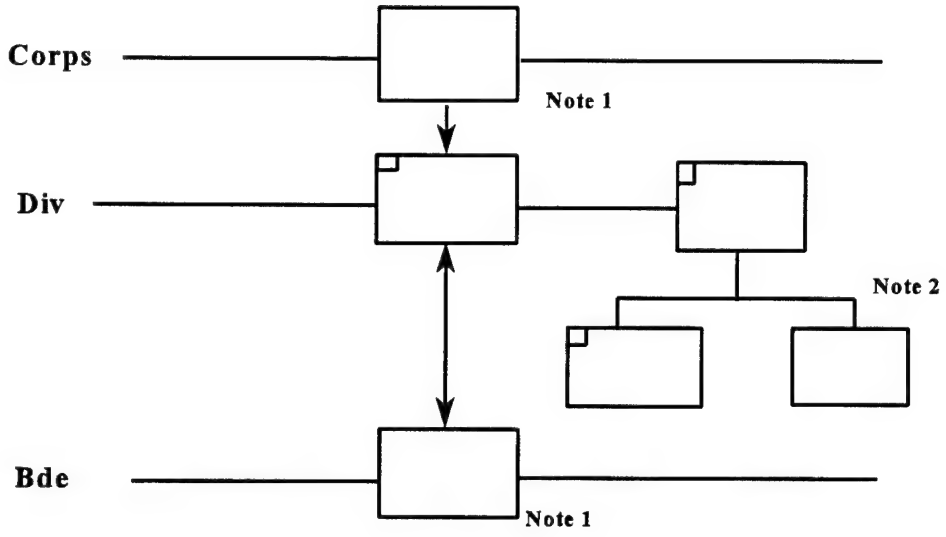


Figure 5. Task linkages to other BFs and units.

Note 1: Task linkage to other units
Note 2: Task linkage to other BF (same echelon)

Task linkages to other BFs/units are reflected on the flow charts. The task title is placed in a box without a task number. Tasks performed by other units (echelons), are shown on that unit's (echelon's) horizontal line. The task's relationship to the division task is illustrated as described in Figures 1 through 3.

BFs which are linked to tasks are identified by their number, encircled and connected to the task by a line. This is illustrated in Figure 6 below.

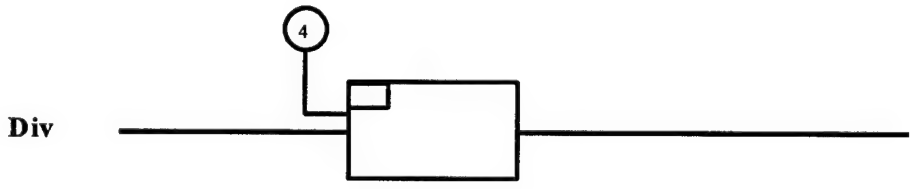
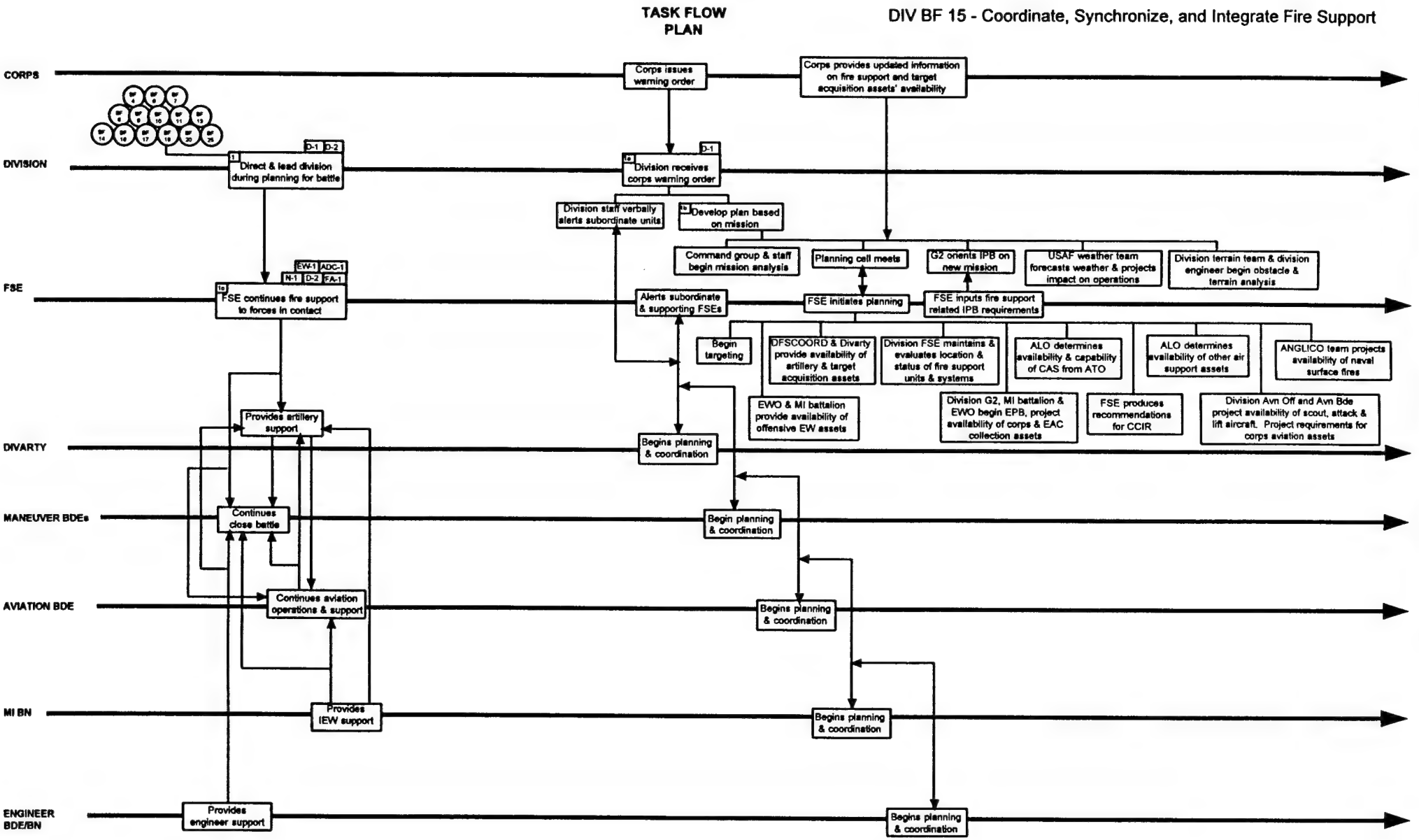
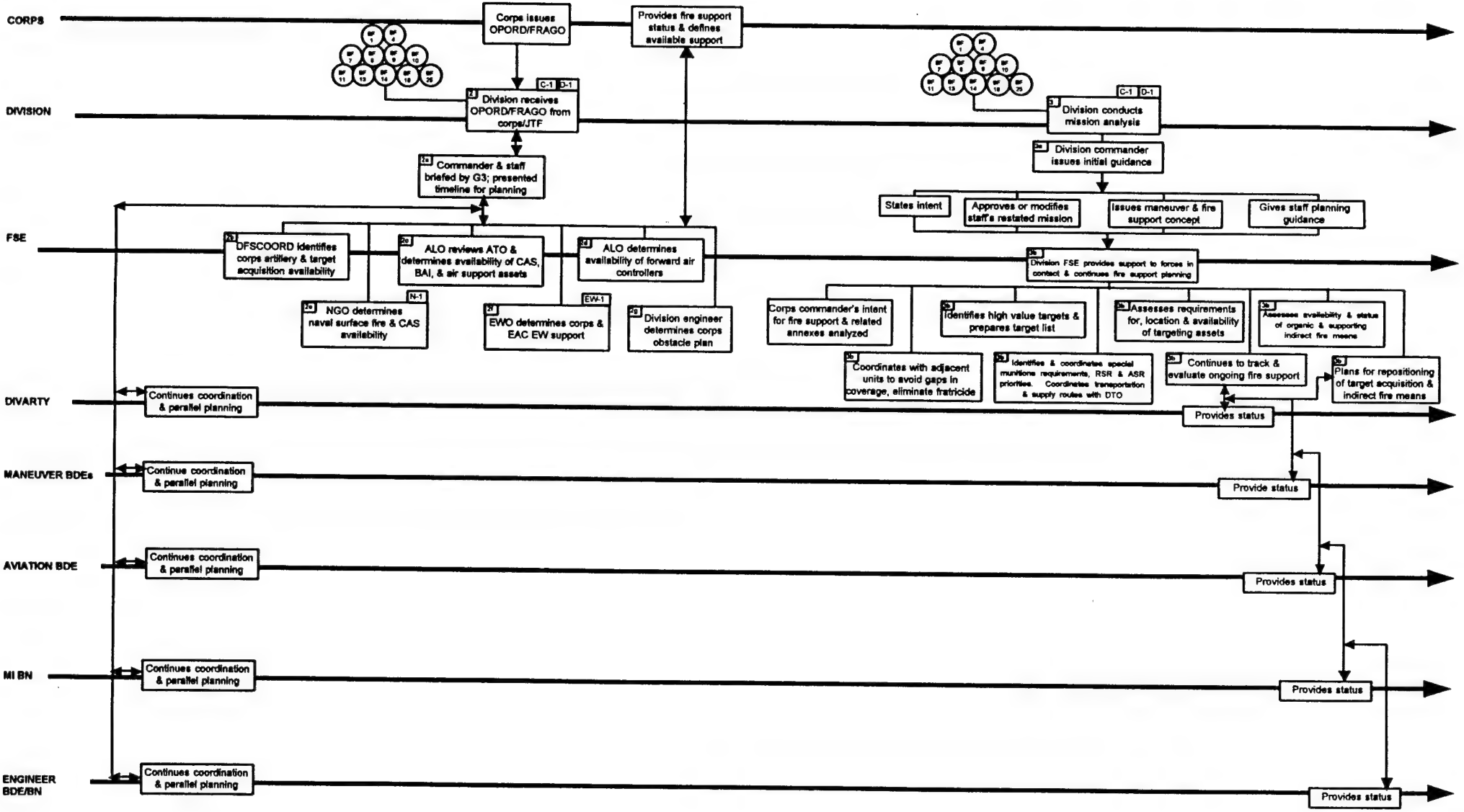
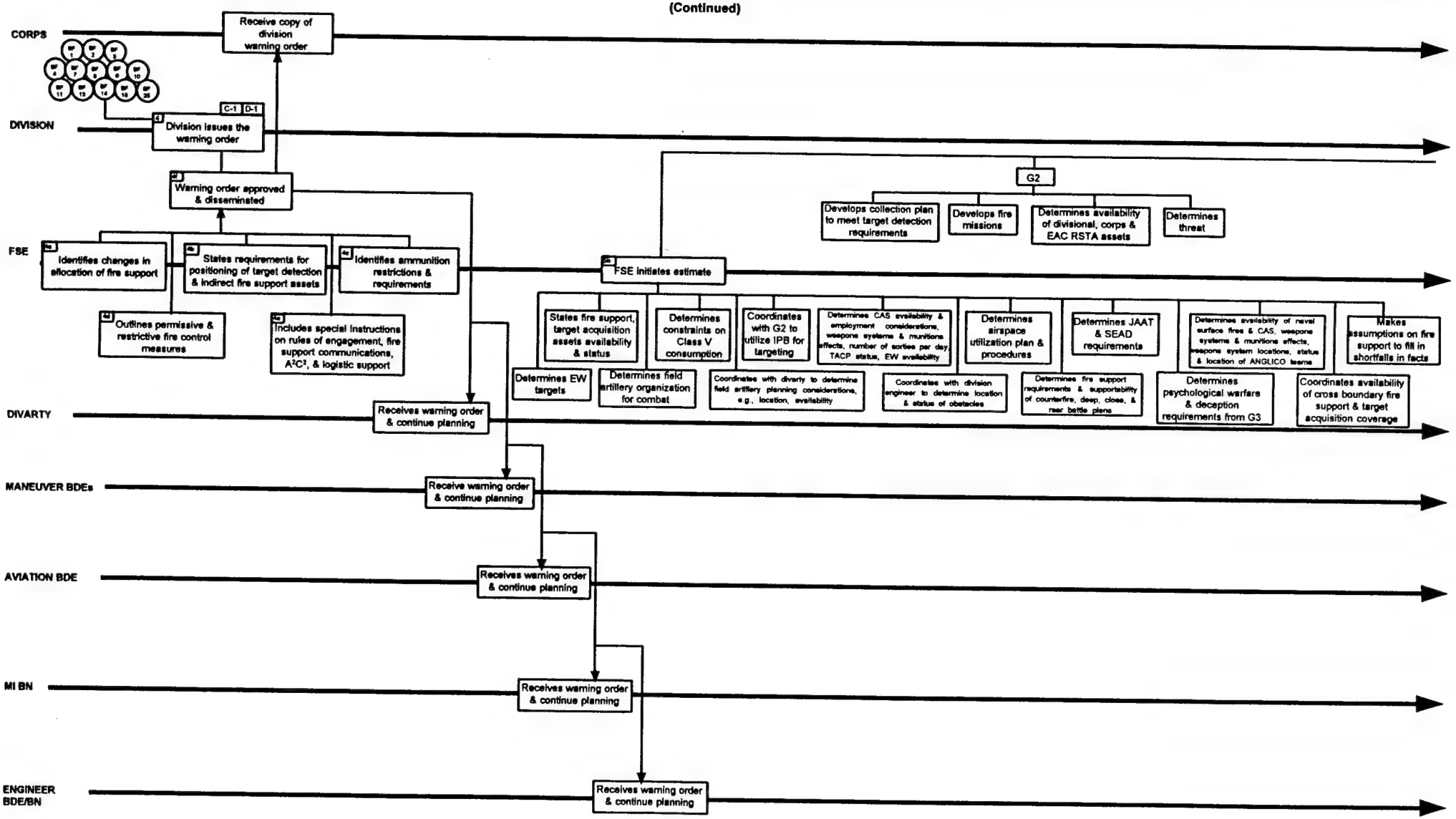


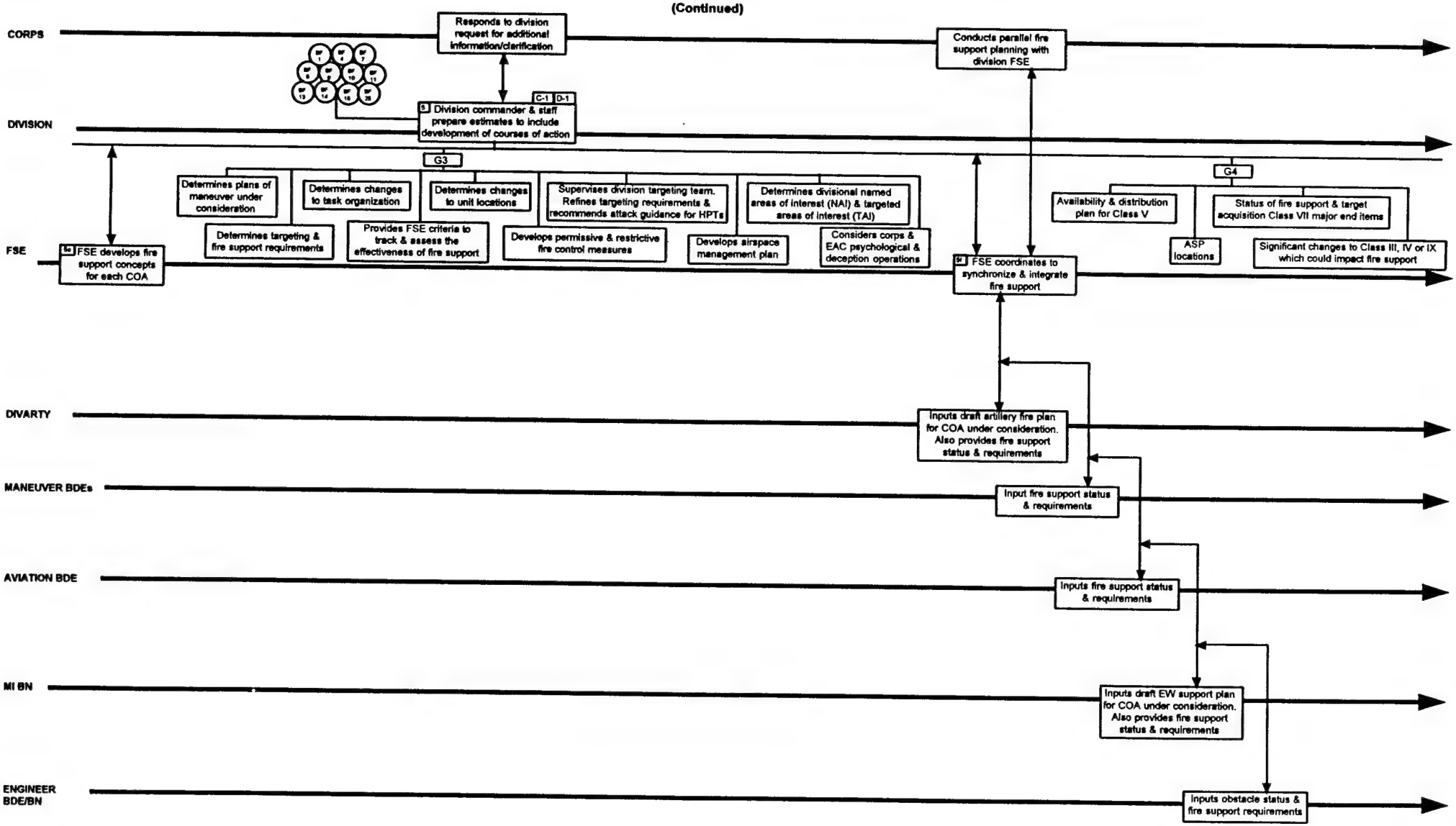
Figure 6. Other BF linkage to tasks.

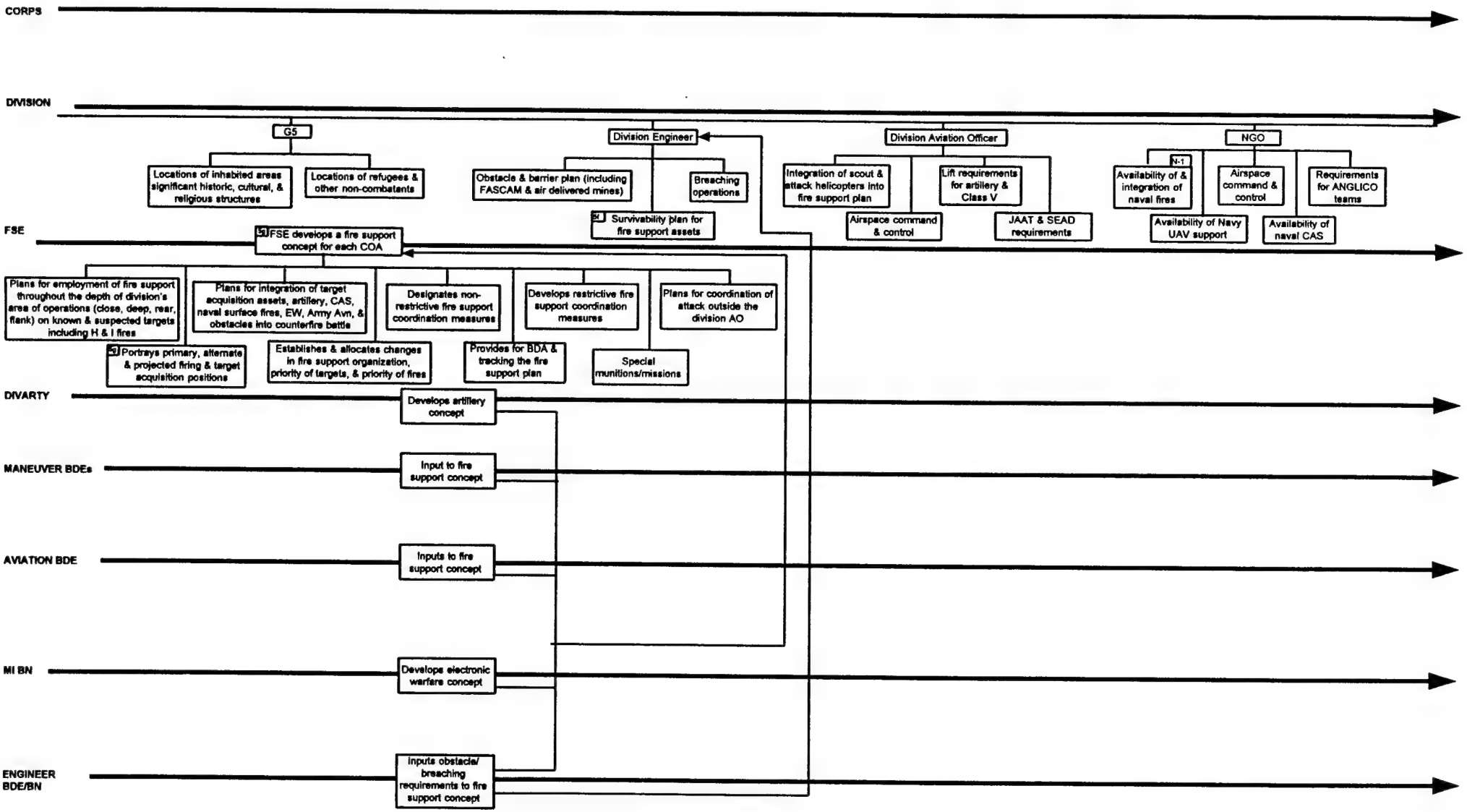

TASK FLOW PLAN
DIV BF 15 - Coordinate, Synchronize, and Integrate Fire Support
CORPS
DIVISION
FSE
DIVARTY
MANEUVER BDEs
AVIATION BDE
MI BN
ENGINEER BDE/BN
Corps issues warning order
Corps provides updated information on fire support and target acquisition assets' availability
Direct & lead division during planning for battle
Division receives corps warning order
Division staff verbally alerts subordinate units
Develop plan based on mission
Command group & staff begin mission analysis
Planning cell meets
G2 orients IPB on new mission
USAF weather team forecasts weather & projects impact on operations
Division terrain team & division engineer begin obstacle & terrain analysis
FSE continues fire support to forces in contact
Alerts subordinate & supporting FSEs
FSE initiates planning
FSE inputs fire support related IPB requirements
Begin targeting
DFSCOORD & Divarty provide availability of artillery & target acquisition assets
Division FSE maintains & evaluates location & status of fire support units & systems
ALO determines availability & capability of CAS from ATO
ALO determines availability of other air support assets
ANGLICO team projects availability of naval surface fires
EWO & MI battalion provide availability of offensive EW assets
Division G2, MI battalion & EWO begin EPB, project availability of corps & EAC collection assets
FSE produces recommendations for CCIR
Division Avn Off and Avn Bde project availability of scout, attack & lift aircraft. Project requirements for corps aviation assets
Provides artillery support
Begins planning & coordination
Continues close battle
Begin planning & coordination
Continues aviation operations & support
Begins planning & coordination
Provides IEW support
Begins planning & coordination
Provides engineer support
Begins planning & coordination

TASK FLOW PLAN (Continued)



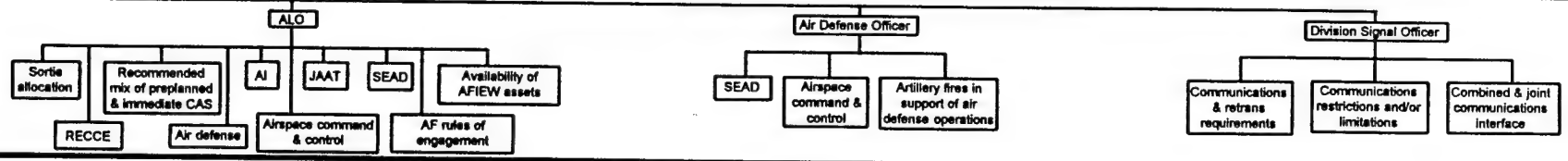

CORPS
DIVISION
FSE
DIVARTY
MANEUVER BDEs
AVIATION BDE
MI BN
ENGINEER BDE/BN
Receive copy of division warning order
Division issues the warning order
C-1
D-1
Warning order approved & disseminated
Identifies changes in allocation of fire support
States requirements for positioning of target detection & indirect fire support assets
Identifies ammunition restrictions & requirements
Outlines permissive & restrictive fire control measures
Includes special instructions on rules of engagement, fire support communications, A2C2, & logistic support
FSE initiates estimate
G2
Develops collection plan to meet target detection requirements
Develops fire missions
Determines availability of divisional, corps & EAC RSTA assets
Determines threat
States fire support, target acquisition assets availability & status
Determines constraints on Class V consumption
Coordinates with G2 to utilize IPB for targeting
Determines CAS availability & employment considerations, weapons systems & munitions effects, number of sorties per day, TACP status, EW availability
Determines airspace utilization plan & procedures
Determines JAAT & SEAD requirements
Determines availability of naval surface fires & CAS, weapons systems & munitions effects, weapons system locations, status & location of ANGLICO teams
Makes assumptions on fire support to fill in shortfalls in facts
Determines EW targets
Determines field artillery organization for combat
Coordinates with divarty to determine field artillery planning considerations, e.g., location, availability
Coordinates with division engineer to determine location & status of obstacles
Determines fire support requirements & supportability of counterfire, deep, close, & rear battle plans
Determines psychological warfare & deception requirements from G3
Coordinates availability of cross boundary fire support & target acquisition coverage
Receives warning order & continue planning
Receive warning order & continue planning
Receives warning order & continue planning
Receives warning order & continue planning
Receives warning order & continue planning


CORPS
DIVISION
FSE
DIVARTY
MANEUVER BDEs
AVIATION BDE
MI BN
ENGINEER BDE/BN
Responds to division request for additional information/clarification
Conducts parallel fire support planning with division FSE
Division commander & staff prepare estimates to include development of courses of action
C-1
D-1
G3
G4
Determines plans of maneuver under consideration
Determines changes to task organization
Determines changes to unit locations
Supervises division targeting team. Refines targeting requirements & recommends attack guidance for HPTs
Determines divisional named areas of interest (NAI) & targeted areas of interest (TAI)
Availability & distribution plan for Class V
Status of fire support & target acquisition Class VII major end items
Determines targeting & fire support requirements
Provides FSE criteria to track & assess the effectiveness of fire support
Develops permissive & restrictive fire control measures
Develops airspace management plan
Considers corps & EAC psychological & deception operations
ASP locations
Significant changes to Class III, IV or IX which could impact fire support
FSE develops fire support concepts for each COA
FSE coordinates to synchronize & integrate fire support
Inputs draft artillery fire plan for COA under consideration. Also provides fire support status & requirements
Input fire support status & requirements
Inputs fire support status & requirements
Inputs draft EW support plan for COA under consideration. Also provides fire support status & requirements
Inputs obstacle status & fire support requirements


CORPS
DIVISION
G5
Locations of inhabited areas significant historic, cultural, & religious structures
Locations of refugees & other non-combatants
Division Engineer
Obstacle & barrier plan (including FASCAM & air delivered mines)
Breaching operations
Survivability plan for fire support assets
Division Aviation Officer
Integration of scout & attack helicopters into fire support plan
Lift requirements for artillery & Class V
Airspace command & control
JAAT & SEAD requirements
NGO
N-1
Availability of & integration of naval fires
Airspace command & control
Requirements for ANGLICO teams
Availability of Navy UAV support
Availability of naval CAS
FSE
FSE develops a fire support concept for each COA
Plans for employment of fire support throughout the depth of division's area of operations (close, deep, rear, flank) on known & suspected targets including H & I fires
Plans for integration of target acquisition assets, artillery, CAS, naval surface fires, EW, Army Avn, & obstacles into counterfire battle
Designates non-restrictive fire support coordination measures
Develops restrictive fire support coordination measures
Plans for coordination of attack outside the division AO
Portrays primary, alternate & projected firing & target acquisition positions
Establishes & allocates changes in fire support organization, priority of targets, & priority of fires
Provides for BDA & tracking the fire support plan
Special munitions/missions
DIVARTY
Develops artillery concept
MANEUVER BDEs
Input to fire support concept
AVIATION BDE
Inputs to fire support concept
MI BN
Develops electronic warfare concept
ENGINEER BDE/BN
Inputs obstacle/ breaching requirements to fire support concept

CORPS

DIVISION



FSE

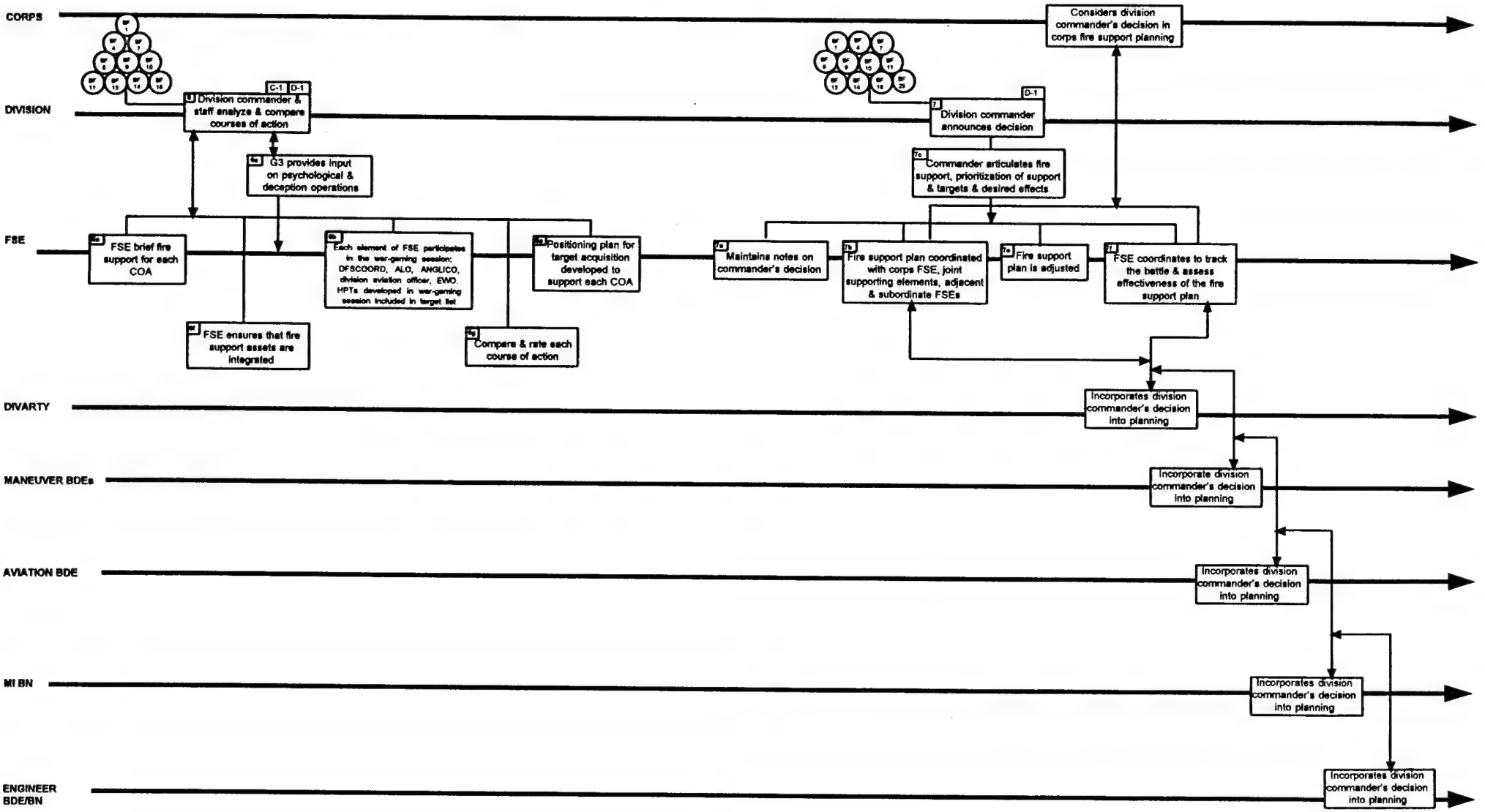
DIVARTY

MANEUVER BDEs

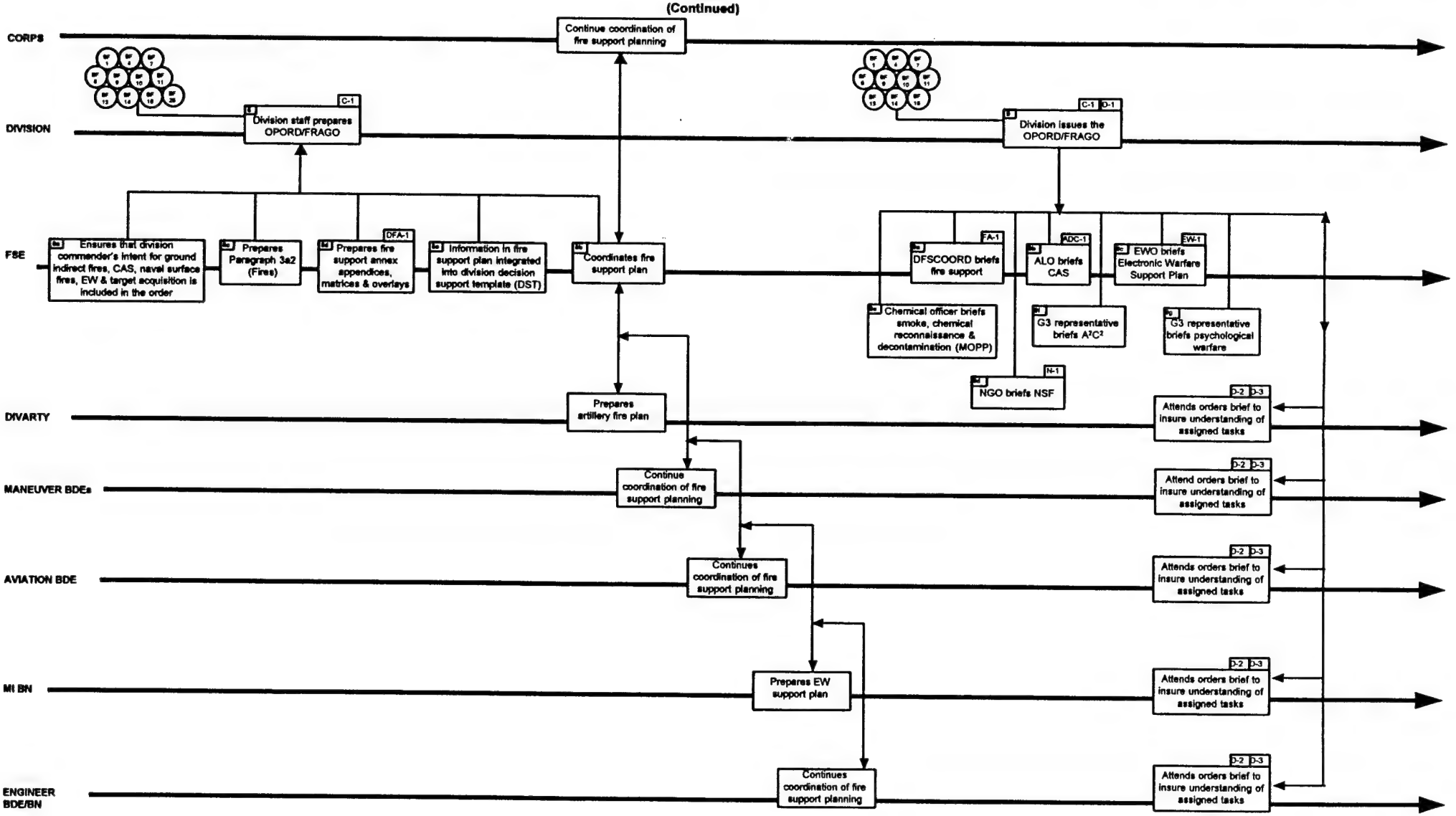
AVIATION BDE

MI BN

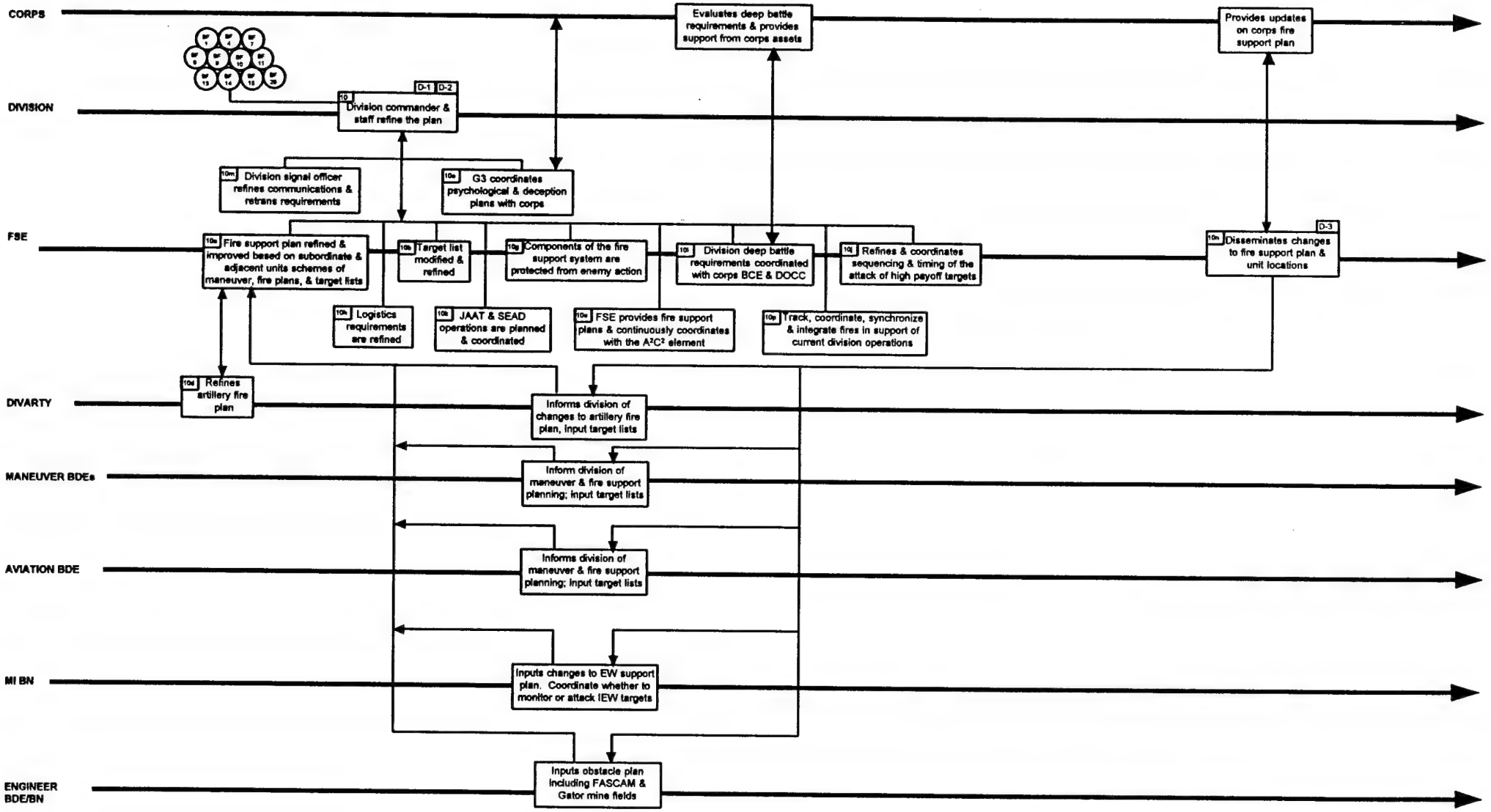
ENGINEER BDE/BN


CORPS
DIVISION
FSE
DIVARTY
MANEUVER BDEs
AVIATION BDE
MI BN
ENGINEER BDE/BN
Considers division commander's decision in corps fire support planning
C-1
D-1
Division commander & staff analyze & compare courses of action
G3 provides input on psychological & deception operations
Division commander announces decision
Commander articulates fire support, prioritization of support & targets & desired effects
FSE brief fire support for each COA
Each element of FSE participates in the war-gaming session: DFSCOORD, ALO, ANGLICO, division aviation officer, EWO. HPTs developed in war-gaming session included in target list
Positioning plan for target acquisition developed to support each COA
Maintains notes on commander's decision
Fire support plan coordinated with corps FSE, joint supporting elements, adjacent & subordinate FSEs
Fire support plan is adjusted
FSE coordinates to track the battle & assess effectiveness of the fire support plan
FSE ensures that fire support assets are integrated
Compare & rate each course of action
Incorporates division commander's decision into planning
Incorporate division commander's decision into planning
Incorporates division commander's decision into planning
Incorporates division commander's decision into planning
Incorporates division commander's decision into planning

TASK FLOW PLAN (Continued)

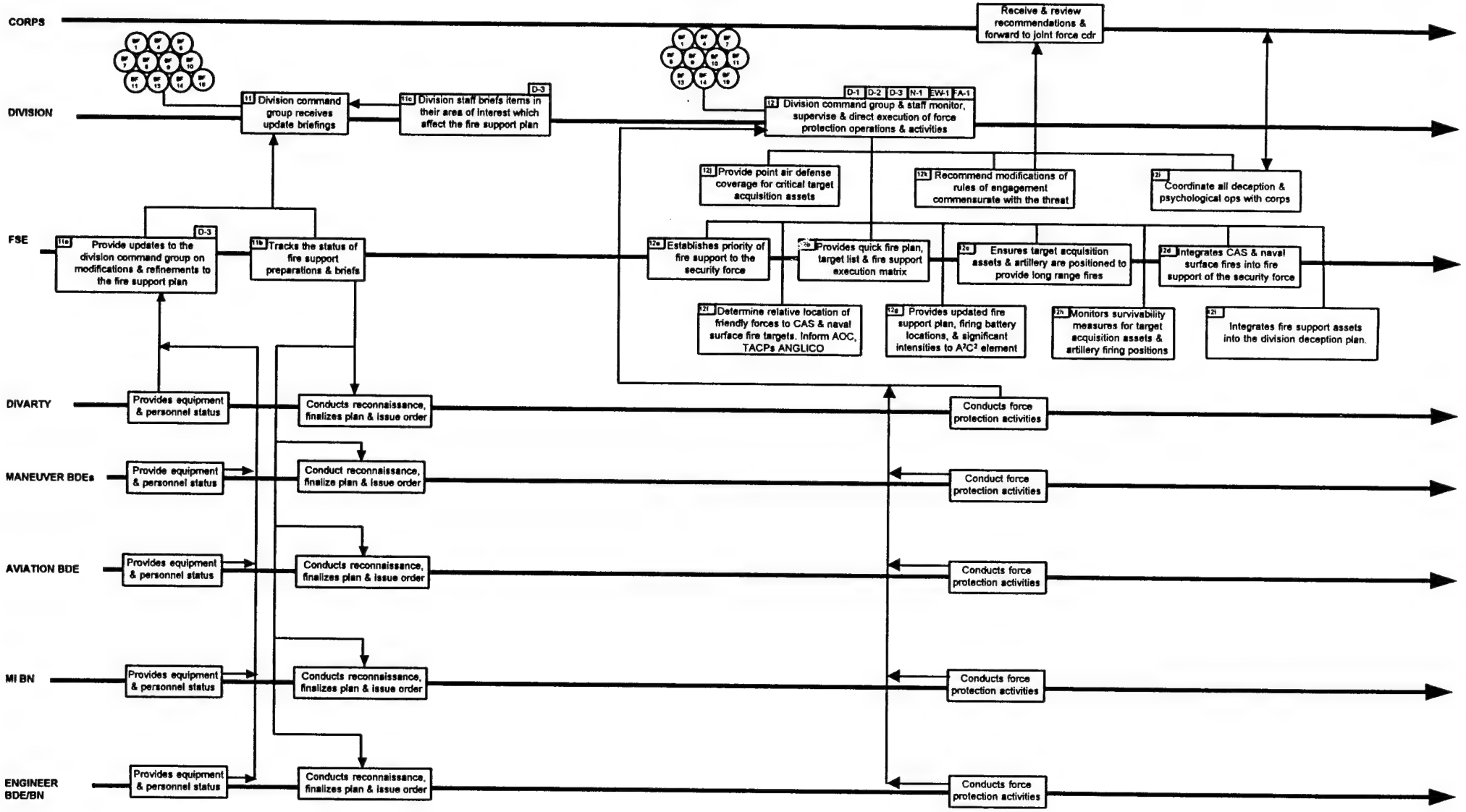


TASK FLOW PLAN (Continued)

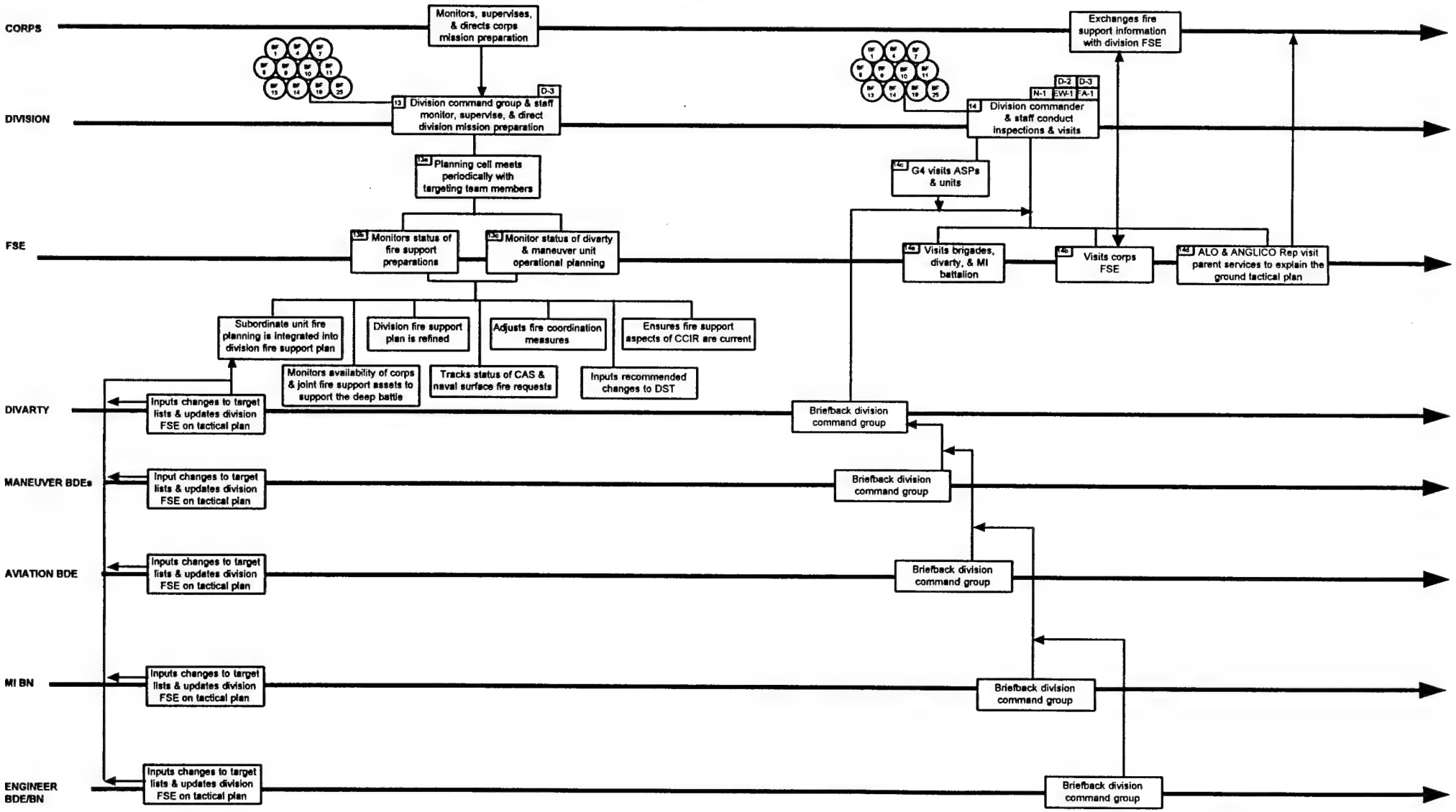


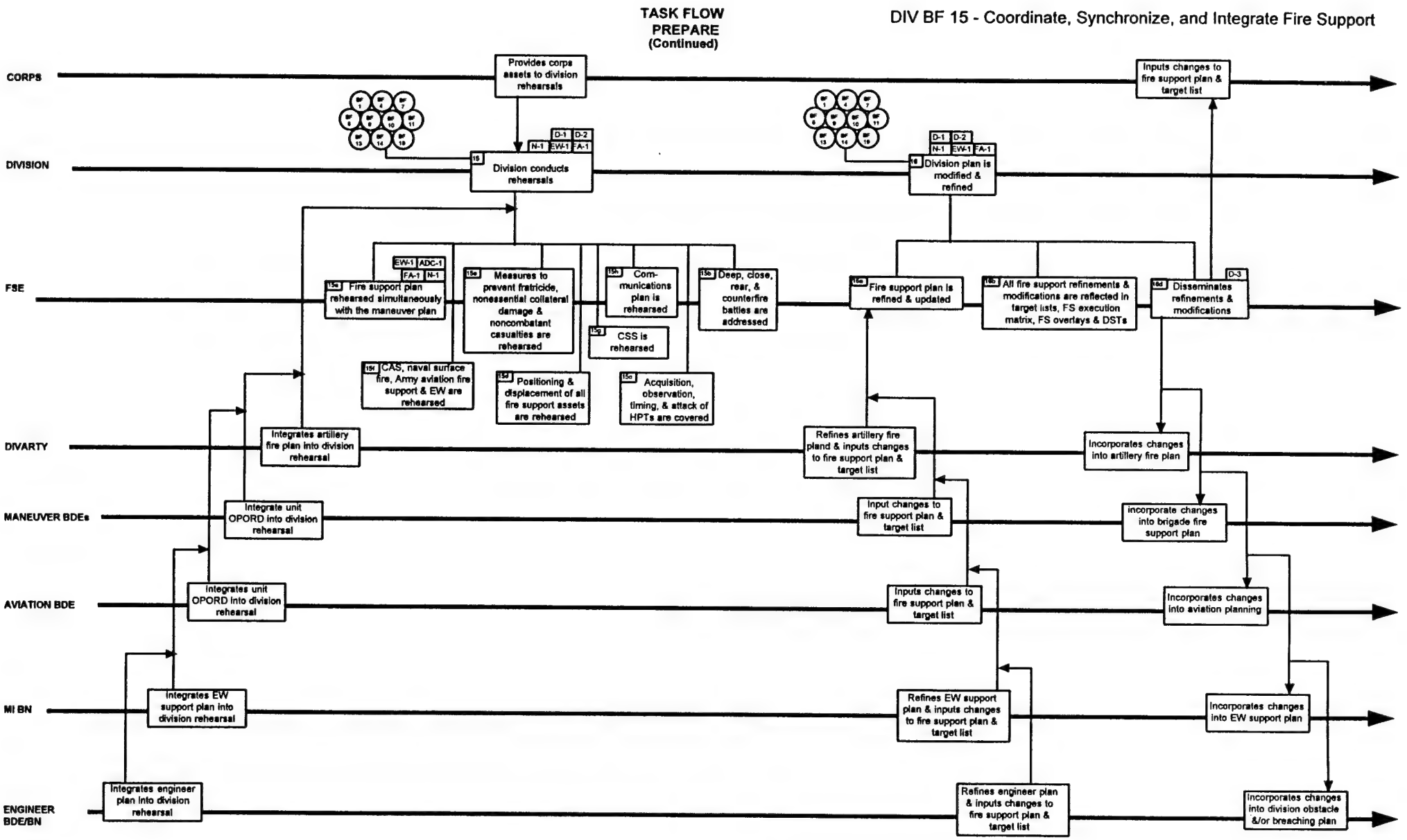
TASK FLOW
PREPARE

DIV BF 15 - Coordinate, Synchronize, and Integrate Fire Support



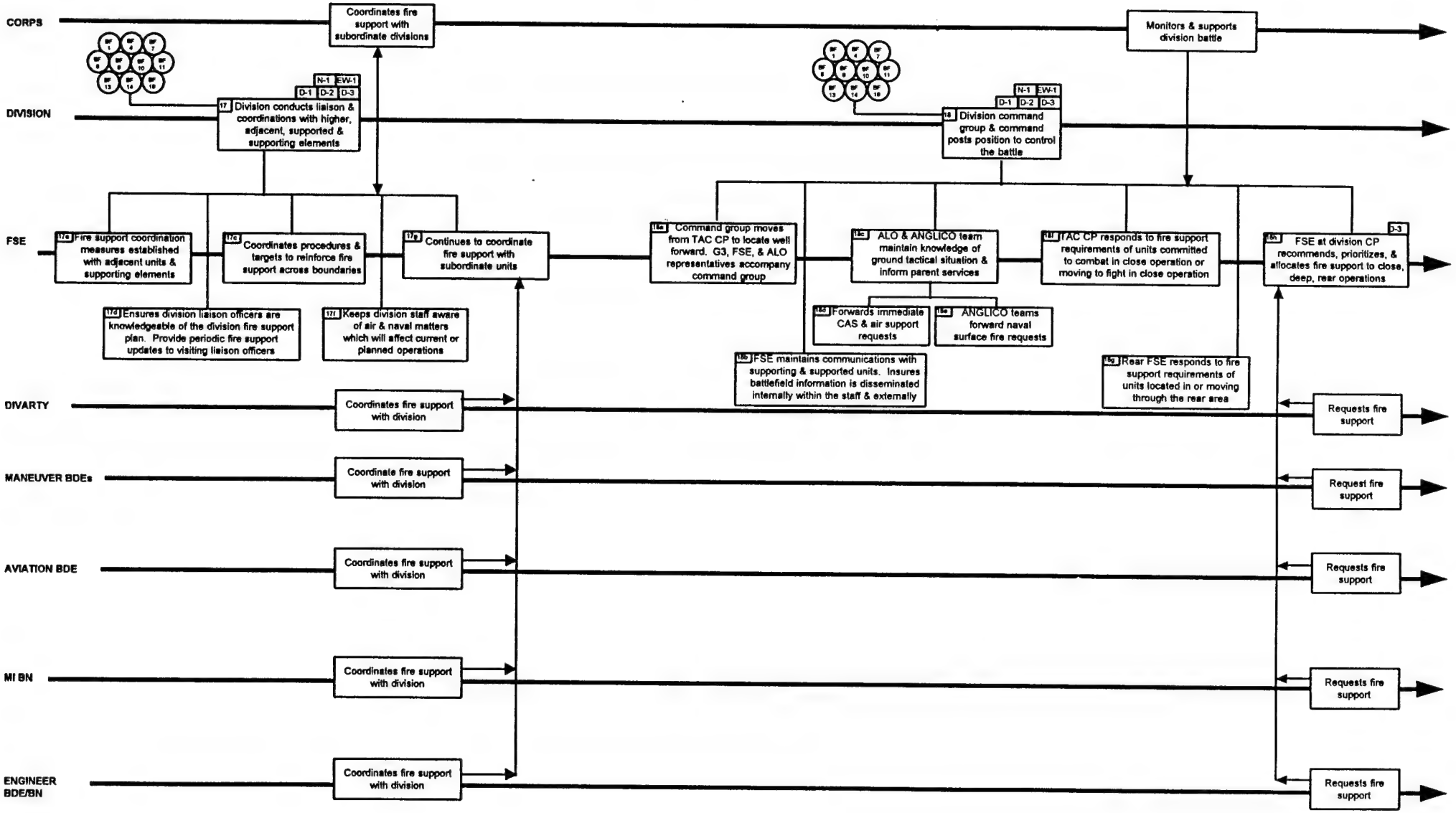
DIV BF 15 - Coordinate, Synchronize, and Integrate Fire Support




TASK FLOW
PREPARE
(Continued)
DIV BF 15 - Coordinate, Synchronize, and Integrate Fire Support
CORPS
DIVISION
FSE
DIVARTY
MANEUVER BDEs
AVIATION BDE
MI BN
ENGINEER BDE/BN
Provides corps assets to division rehearsals
Inputs changes to fire support plan & target list
D-1 D-2 N-1 EW-1 FA-1
15
Division conducts rehearsals
16
Division plan is modified & refined
EW-1 ADC-1 FA-1 N-1
15a Fire support plan rehearsed simultaneously with the maneuver plan
15e Measures to prevent fratricide, nonessential collateral damage & noncombatant casualties are rehearsed
15h Com-munications plan is rehearsed
15g CSS is rehearsed
15b Deep, close, rear, & counterfire battles are addressed
15i CAS, naval surface fire, Army aviation fire support & EW are rehearsed
15d Positioning & displacement of all fire support assets are rehearsed
15c Acquisition, observation, timing, & attack of HPTs are covered
16a Fire support plan is refined & updated
16b All fire support refinements & modifications are reflected in target lists, FS execution matrix, FS overlays & DSTs
16d Disseminates refinements & modifications
D-3
Integrates artillery fire plan into division rehearsal
Refines artillery fire pland & inputs changes to fire support plan & target list
Incorporates changes into artillery fire plan
Integrate unit OPORD into division rehearsal
Input changes to fire support plan & target list
incorporate changes into brigade fire support plan
Integrates unit OPORD into division rehearsal
Inputs changes to fire support plan & target list
Incorporates changes into aviation planning
Integrates EW support plan into division rehearsal
Refines EW support plan & inputs changes to fire support plan & target list
Incorporates changes into EW support plan
Integrates engineer plan into division rehearsal
Refines engineer plan & inputs changes to fire support plan & target list
Incorporates changes into division obstacle &/or breaching plan

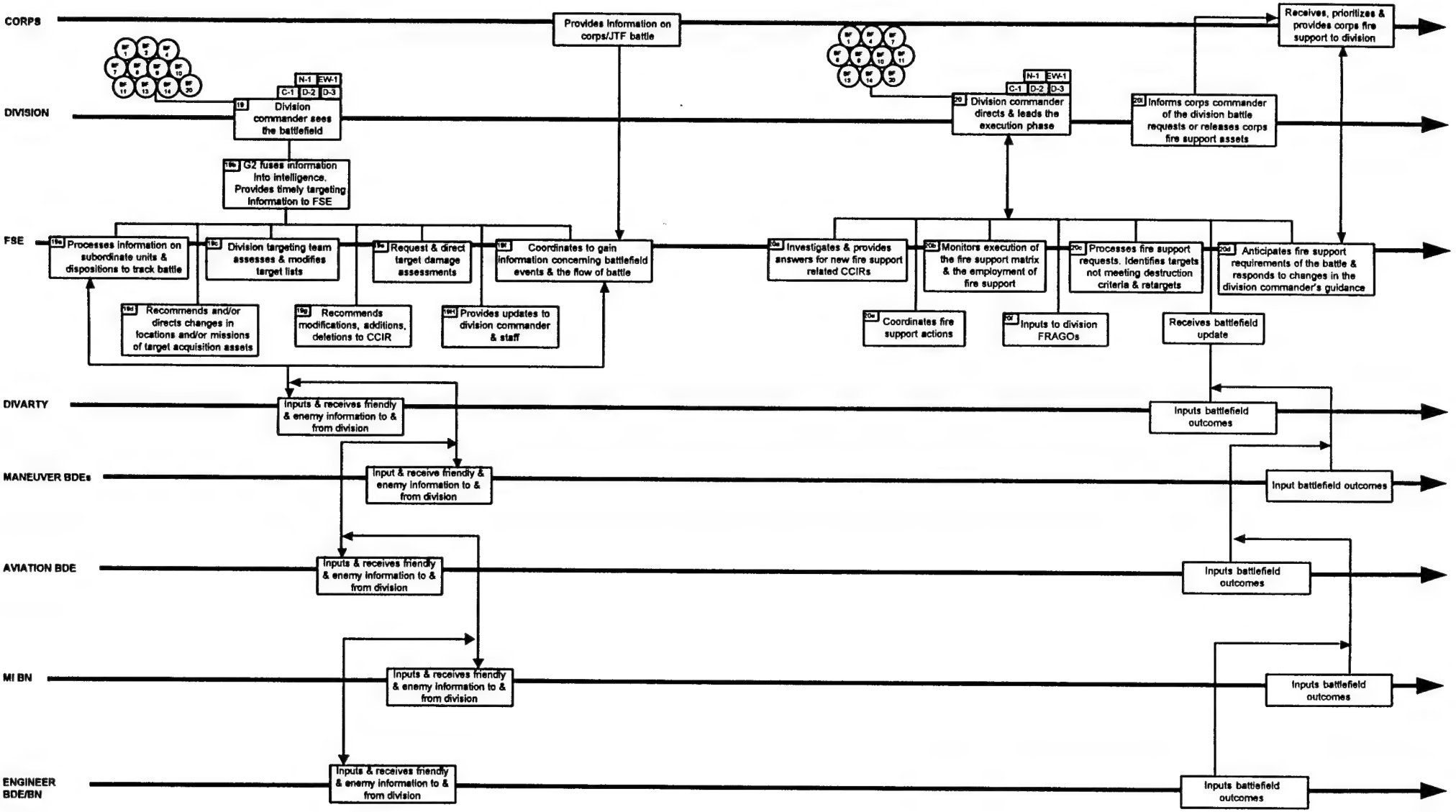
TASK FLOW
PREPARE
(Continued)

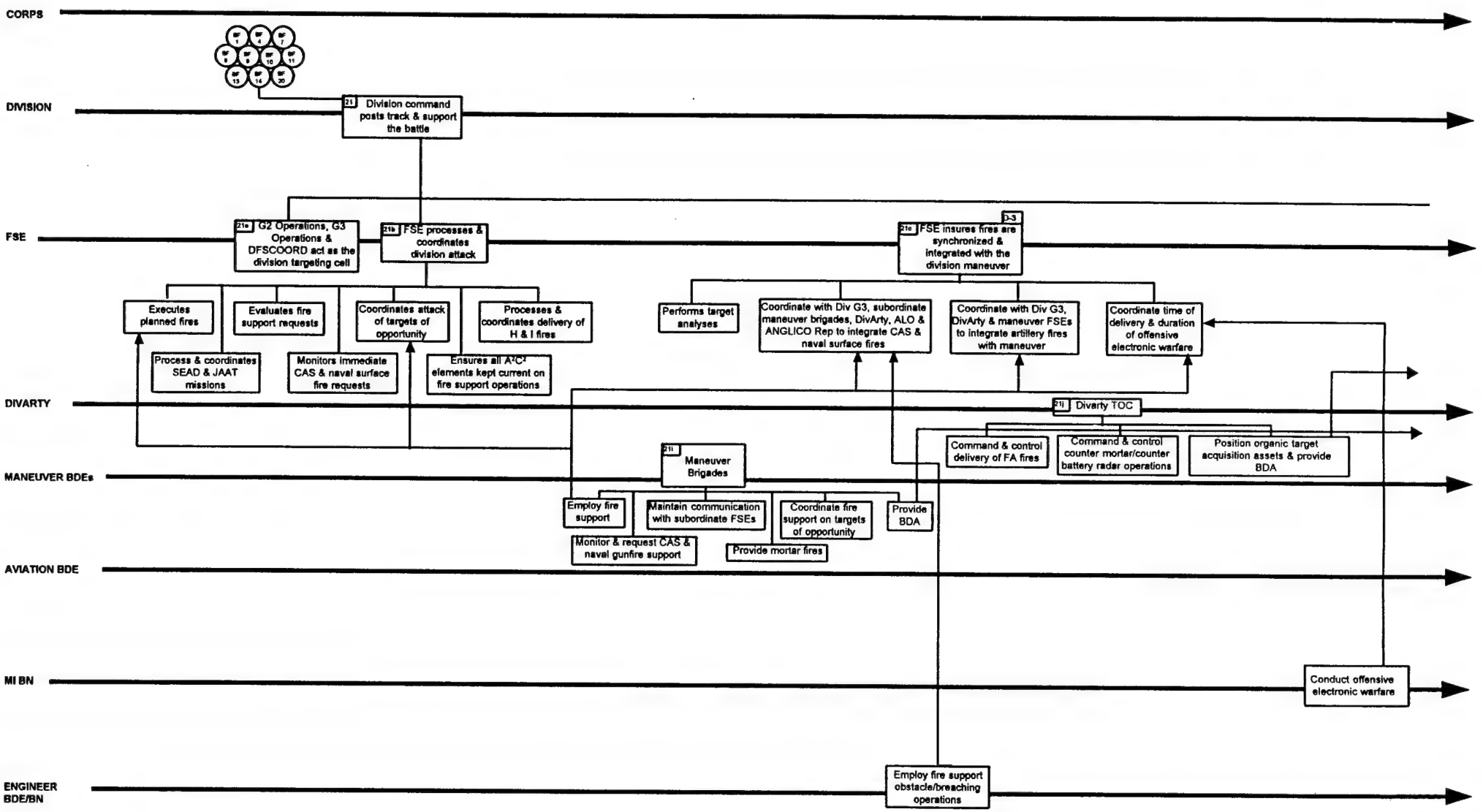
DIV BF 15 - Coordinate, Synchronize, and Integrate Fire Support



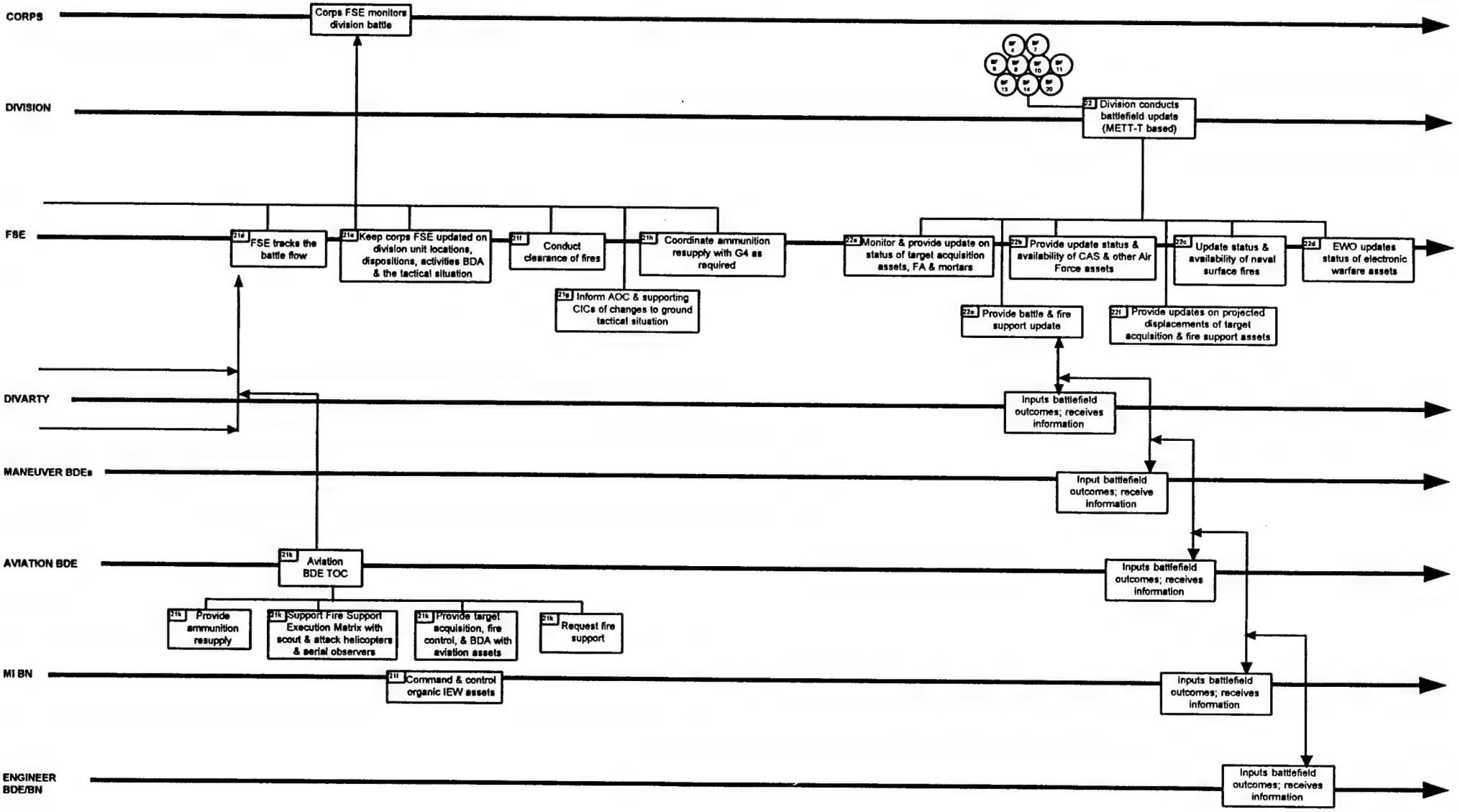
TASK FLOW
EXECUTE

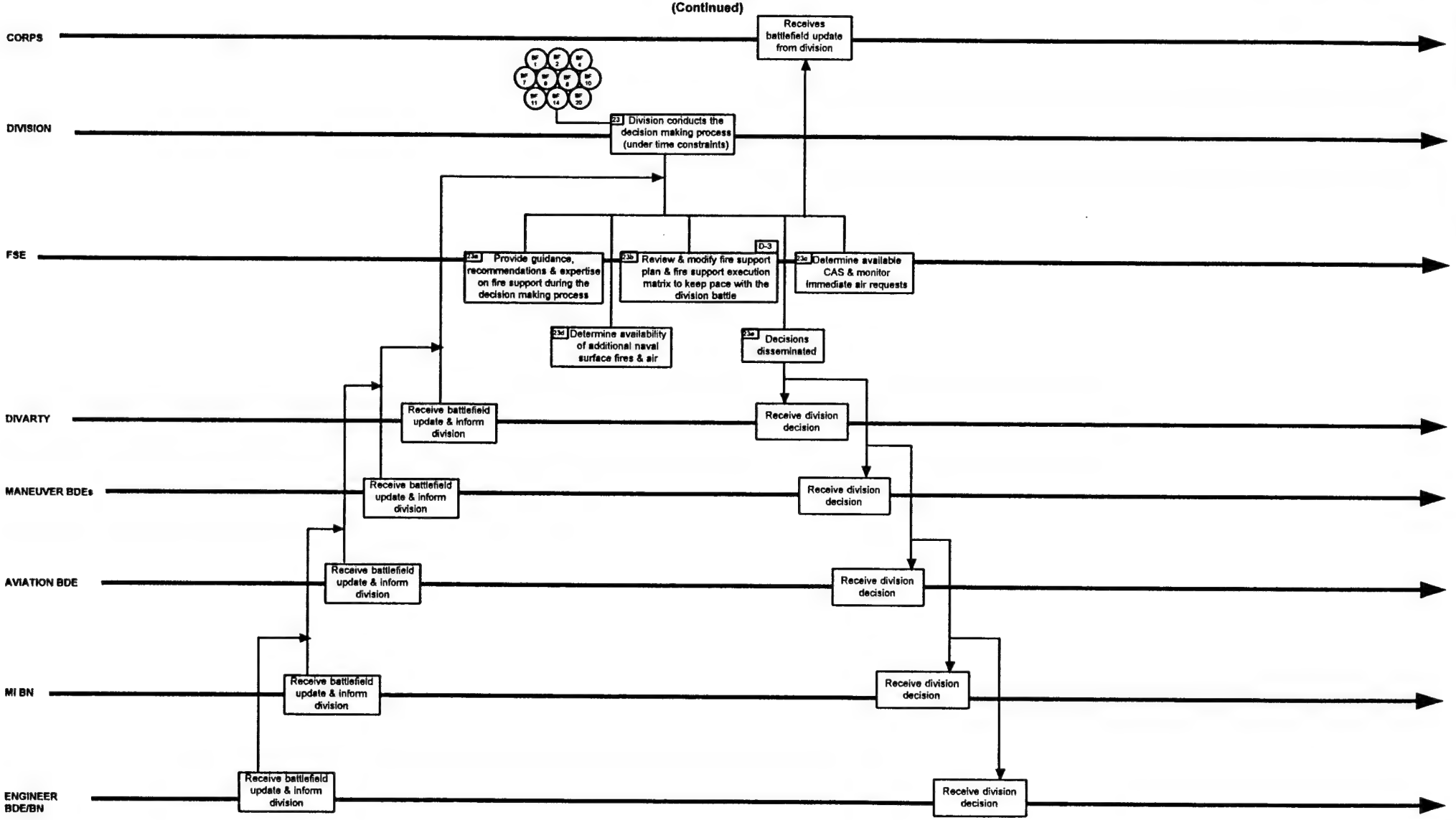
DIV BF 15 - Coordinate, Synchronize, and Integrate Fire Support



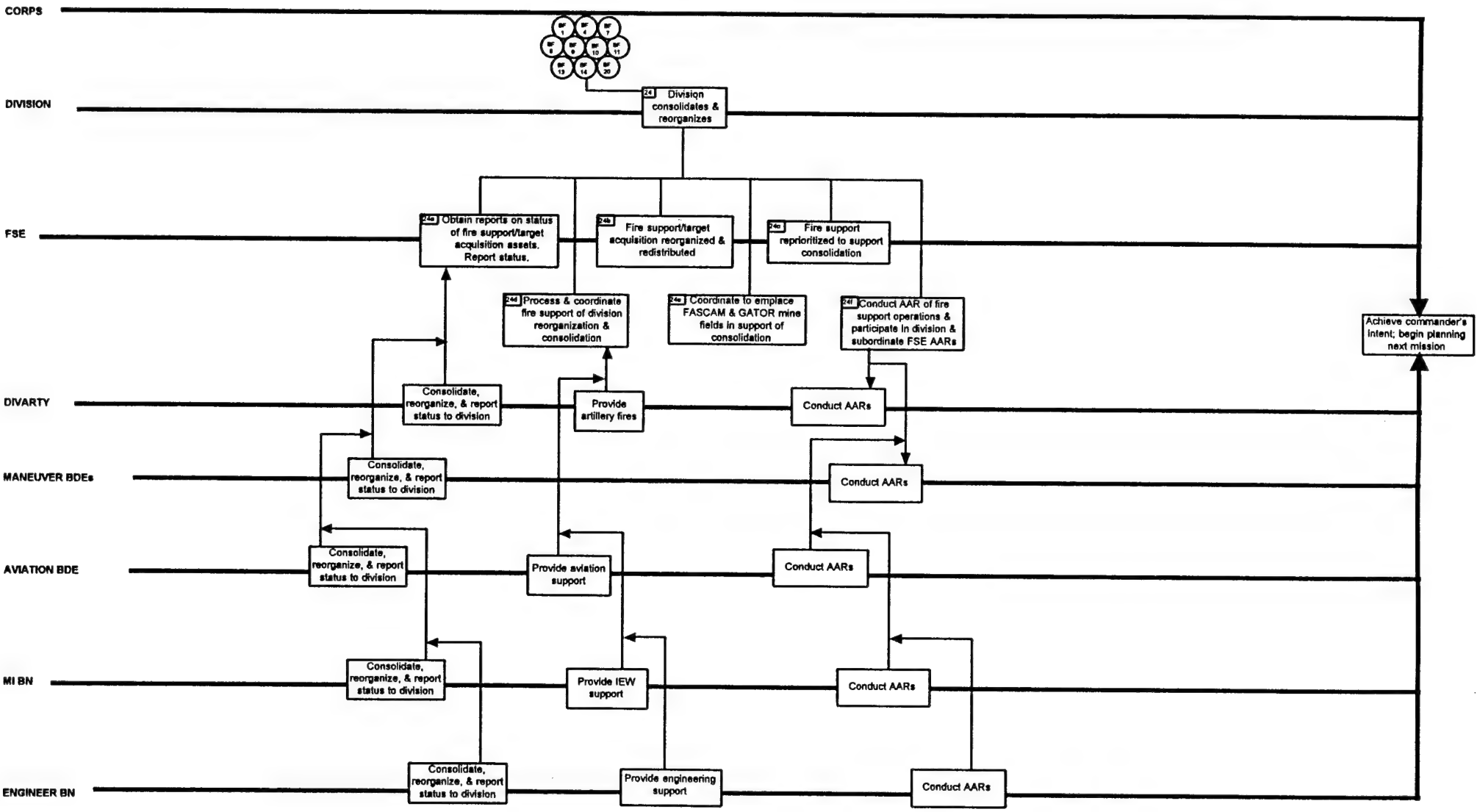

CORPS
DIVISION
21 Division command posts track & support the battle
FSE
21a G2 Operations, G3 Operations & DFSCOORD act as the division targeting cell
21b FSE processes & coordinates division attack
21c FSE insures fires are synchronized & integrated with the division maneuver
D-3
Executes planned fires
Evaluates fire support requests
Coordinates attack of targets of opportunity
Processes & coordinates delivery of H & I fires
Process & coordinates SEAD & JAAT missions
Monitors immediate CAS & naval surface fire requests
Ensures all A²C² elements kept current on fire support operations
Performs target analyses
Coordinate with Div G3, subordinate maneuver brigades, DivArty, ALO & ANGLICO Rep to integrate CAS & naval surface fires
Coordinate with Div G3, DivArty & maneuver FSEs to integrate artillery fires with maneuver
Coordinate time of delivery & duration of offensive electronic warfare
DIVARTY
21j Divarty TOC
Command & control delivery of FA fires
Command & control counter mortar/counter battery radar operations
Position organic target acquisition assets & provide BDA
MANEUVER BDEs
21i Maneuver Brigades
Employ fire support
Maintain communication with subordinate FSEs
Coordinate fire support on targets of opportunity
Provide BDA
Monitor & request CAS & naval gunfire support
Provide mortar fires
AVIATION BDE
MI BN
Conduct offensive electronic warfare
ENGINEER BDE/BN
Employ fire support obstacle/breaching operations

TASK FLOW
EXECUTE
(Continued)




CORPS
DIVISION
FSE
DIVARTY
MANEUVER BDEs
AVIATION BDE
MI BN
ENGINEER BDE/BN
Receives battlefield update from division
23 Division conducts the decision making process (under time constraints)
23a Provide guidance, recommendations & expertise on fire support during the decision making process
23b Review & modify fire support plan & fire support execution matrix to keep pace with the division battle
D-3
23c Determine available CAS & monitor immediate air requests
23d Determine availability of additional naval surface fires & air
23e Decisions disseminated
Receive battlefield update & inform division
Receive division decision
Receive battlefield update & inform division
Receive division decision
Receive battlefield update & inform division
Receive division decision
Receive battlefield update & inform division
Receive division decision
Receive battlefield update & inform division
Receive division decision

TASK FLOW
EXECUTE
(Continued)



Other BFs that Interact with BF 15

This component describes the linkage between this function and other BFs and units. The purpose of this component is to allow the trainer or training developer to incorporate related functions into a training exercise for this BF.

BF	TITLE	LOGIC
BF 1	Conduct Intelligence Planning	Fire support planners; (a) identify targeting requirements to be incorporated into the division R & S plan; (b) recommend fire support related CCIR to the G2; (c) analyze the effects of terrain and weather on fire support operations; and (d) assist the G2 in evaluating enemy and coalition indirect fire capabilities.
BF 2	Collect Information	Acquisition of targeting information is the key to successful fire support at any level. Detection of targets and the link from sensor to shooter, especially when joint and combined assets are involved, are very complex and require detailed planning and coordination.
BF 3	Process Information	Fire support planners are integrated into the processing of battlefield information to refine and modify the fire support plan.
BF 4	Disseminate Intelligence	Updated enemy situation is analyzed to modify and refine the fire support plan and to provide responsive indirect fires as needed. Battlefield intelligence obtained by target acquisition assets is integrated into ASAS.

BF	TITLE	LOGIC
BF 5	Conduct Tactical Movement	Supporting indirect fires are integrated and utilized to support division movement; fire support assets are positioned to detect targets and to call for, process and control indirect fire support.
BF 6	Engage Enemy with Direct Fire and Maneuver	Fire support assets are planned and positioned to provide support. Fire support requests (artillery and mortar fires, CAS, naval surface fires, EW and helicopter fire support) are requested, coordinated, processed and controlled to ensure integration and synchronization with division maneuver and direct fires.
BF 7	Employ Mortars	Source of fire support to be integrated into the division indirect fire plan and synchronized with maneuver and direct fires. On occasion, task force mortar fires are planned by division to meet specific fire support requirements.
BF 8	Employ Field Artillery	Source of fire support to be integrated and synchronized with other fire support systems, division maneuver, and direct fires.
BF 9	Employ Close Air Support	Source of fire support to be integrated and synchronized with other fire support systems, division maneuver, and direct fires.
BF 10	Conduct Electronic Collection and Attack	Source of fire support to be integrated and synchronized with lethal fire support systems, division maneuver, and direct fires.

BF	TITLE	LOGIC
BF 11	Conduct PSYOP	PSYOP is a non-lethal form of fire support that must be coordinated by the FSE along with other non-lethal and lethal forms of fire support.
BF 13	Conduct Counter Target Acquisition Operations	Fire support assets are used to detect, suppress, degrade, or destroy enemy target acquisition assets in support of division maneuver and the counter fire and direct fire battles.
BF 14	Employ Naval Surface Fires	Source of fire support to be integrated into the division indirect fire plan and synchronized with maneuver and direct fires.
BF 16	Take Active Air Defense Measures	Lethal indirect fires and other fire support assets are planned and positioned to bring fires against known or suspected enemy attack helicopters' positions or landing zones. ADA systems are employed on occasion to protect division indirect fire assets.
BF 17	Take Passive Air Defense Measures	Target acquisition and fire support assets are concealed, dispersed, moved, and hardened to protect them from enemy air.
BF 18	Plan for Combat Operations	Fire support assets, lethal and non-lethal indirect fires, and EW are integrated and synchronized with the division maneuver plan, direct fire plan, and the division commander's intent.

BF	TITLE	LOGIC
BF 19	Direct and Lead Unit During Preparation for the Battle	Indirect fire support assets under division control are positioned and rehearsed. Fire support plan is modified and refined based on rehearsals, intelligence, changes in availability of fire support assets, and changes to the maneuver and direct fire plan. Fire support assets are utilized to support security operations.
BF 20	Direct and Lead Units in Execution of Battle	Lethal and non-lethal fire support assets and operations are integrated and synchronized with division maneuver and direct fires through positive command and control.
BF 21	Overcome Obstacles	Indirect fire support assets under division control are used to provide, process, and control indirect fires. Indirect fires are used to obscure division breaching activities, destroy obstacles, and destroy or suppress enemy positions, forces securing obstacles, fire support means, and the reserve.
BF 23	Provide Countermobility	Scatterable mines and munitions delivered by fire support assets (Air Force GATOR scatterable mines, FASCAM, and WAM) are integrated into fire support planning, preparation, and execution. Supporting fire support assets (FIST-V, ANGLICO teams, COLTS, FOs, TACPs) are positioned to process and control scatterable mines and munitions fires. Indirect fires are planned and delivered on enemy forces attempting to breach or bypass obstacles.

BF	TITLE	LOGIC
BF 24	Enhance Physical Security	Target acquisition and indirect fire systems are included in the planning and construction of defensive positions. MOPP is employed and NBC monitoring operations are conducted to protect against enemy attack of fire support units and assets.
BF 25	Provide Operations Security	Fire support assets under division control are provided to support security operations. Fire support assets are positioned and concealed to deny enemy information on friendly forces and intentions.
BF 26	Conduct Deception Operations	Artillery, CAS, and naval surface fire assets are incorporated into physical deception measures (e.g., demonstrations, feints). Electronic deception operations are conducted to mislead enemy concerning friendly plans and operations.
BF 28	Provide Transportation Services	Fire support units employ organic and supporting ground and air transportation assets to transport fire support personnel, equipment, and ammunition.
BF 29	Conduct Supply Operations	There is a requirement for continuous resupply of fire support assets and resupply of ammunition for division and attached artillery units.
BF 30	Provide Personnel Services	It is necessary to project and fill shortages of fire support personnel.
BF 31	Maintain Weapons Systems and Equipment	Fire support elements perform preventive maintenance. They also recover/repair/replace fire support target acquisition and mission essential equipment.

BF	TITLE	LOGIC
BF 33	Treat and Evacuate Battlefield Casualties	Fire support elements plan, coordinate, and monitor the treatment and evacuation of casualties.
BF 36	Conduct Civil Affairs Operations	It is necessary to avoid noncombatant casualties or significant collateral damage as a result of fire support operations. Movement and positioning of fire support elements may be affected by the presence of civilians.

Key Participants by Task

This component identifies the training audience for training events for the related tasks. It is based on the appropriate echelon/type unit table of organization and equipment (TO&E) and includes special staff (as per appropriate doctrinal reference) critical for the task accomplishment. The purpose of this component is to help commanders and trainers to identify the training audience required for a training event.

Tasks	Key Participants
Planning	
1. Direct and lead division during planning for the battle.	Div commander, ADCs, C/S, G3, G3 Air, G2, DFSCOORD, ALO, ANGLICO commander (NGO), Avn Off, EWO, subordinate commanders (Bdes, DivArty, DISCOM, separate Bns), subordinate unit S3s and FSOs
2. Division receives order from corps.	Div commander, ADCs, C/S, G3, G2, G4, DFSCOORD, ALO, ANGLICO commander (NGO)
3. Division conducts mission analysis.	Div commander, ADCs, C/S, G3, G2, G4, G1, G5, G3 Air, G3 Plans, DFSCOORD, ALO, ANGLICO commander (NGO), Avn Off, EWO, engineer, ADCOORD, signal Off, chemical Off
4. Division issues the warning order.	Div commander, ADCs, C/S, G3, G3 Air, G3 Plans, G2, DFSCOORD, ALO, ANGLICO commander (NGO), Avn Off, EWO, engineer, subordinate commanders (Bdes, DivArty, DISCOM, separate Bns), subordinate unit S3s and FSOs
5. Division commander and staff prepare staff estimates, to include development of courses of action.	Div commander, ADCs, C/S, G3, G2, G4, G5 DFSCOORD, ALO, ANGLICO commander (NGO), Avn Off; EWO, engineer, ADCOORD, signal Off, chemical Off, subordinate unit FSEs

6.	Division commander and staff analyze and compare courses of action.	Div commander, ADCs, C/S, G3, G2, G4, G1, G5, DFSCOORD, ALO, ANGLICO commander (NGO), Avn Off, EWO, engineer, ADCOORD, chemical Off, signal Off, subordinate unit FSEs
7.	Division commander announces decision.	Div commander, ADCs, C/S, G3, G2, G4, G1, G5, DFSCOORD, ALO, ANGLICO commander (NGO), aviation Off, EWO, engineer, ADCOORD, chemical Off, signal Off
8.	Division staff prepares OPORD/ FRAGO .	Div commander, ADCs, C/S, G3, G2, G4, G5, G3 Plans, DFSCOORD, ALO, ANGLICO commander (NGO), aviation Off, EWO, engineer, ADCOORD, chemical Off, signal Off, subordinate unit FSEs
9.	Division issues the OPORD/FRAGO.	Div commander, ADCs, C/S, G3, G2, G4, subordinate commanders (Bdes, DivArty, DISCOM and separate battalions), S3s and FSOs
10.	Division commander and staff refine the plan.	Div commander, ADCs, C/S, G3, G2, G4, G3 Plans, DFSCOORD, ALO, ANGLICO commander (NGO), aviation Off, EWO, engineer, ADCOORD, chemical Off, signal Off, subordinate commanders (Bdes, DivArty, DISCOM, separate battalions), S3s and FSOs

Preparation

11.	Division command group receives update briefings.	Div commander, ADCs, C/S, G3, G2, G4, DFSCOORD, ALO, ANGLICO commander (NGO), aviation Off, EWO, engineer, ADCOORD, chemical Off, subordinate commanders, S3s and FSOs

12. Division command group and staff monitor, supervise, and direct execution of force protection operations and activities.	Div commander, ADCs, C/S, G3, G2, DFSCOORD, ALO, ANGLICO commander (NGO), aviation Off, EWO, engineer, ADCOORD, chemical Off, subordinate maneuver commanders, S3s, and FSOs, ALOs, TACPs, brigade air and naval gunfire liaison teams, SALTs, FCTs, DivArty commander and S3, DISCOM commander and S3, ADA battalion commander and S3, MI battalion commander and S3, MP company commander
13. Division command group and staff monitor, supervise and direct division mission preparation.	Div commander, ADCs, C/S, G3, G2, G4, DFSCOORD, ALO, ANGLICO commander (NGO), aviation Off, EWO, engineer, ADCOORD, chemical Off, subordinate maneuver commanders, FSOs, ALOs, TACPs, brigade air and naval gunfire liaison teams, DivArty commander, ADA battalion commander, MI battalion commander
14. Division commander and staff conduct inspections and visits.	Div commander, ADCs, C/S, G3, G2, DFSCOORD, Div ARTY Cdr ALO, ANGLICO commander (NGO), aviation Off, EWO, engineer, ADCOORD, chemical Off, subordinate unit commanders
15. Division conducts rehearsals.	Div commander, ADCs, C/S, G3, G2, G4, DFSCOORD, DivArty Cdr, ALO, ANGLICO commander (NGO), aviation Off, EWO, ADCOORD, chemical Off, subordinate and supporting commanders, S3s, FSOs, ALOs, TACPs, brigade air and naval gunfire liaison teams, SALTs, FCTs
16. Division plan is modified and refined.	Div commander, ADCs, C/S, G3, G2, G4, DFSCOORD, ALO, ANGLICO commander (NGO), aviation Off, EWO, engineer, ADCOORD, chemical Off, signal Off, subordinate unit FSEs

17. Division conducts liaison and coordination with higher, adjacent, supported and supporting elements.	C/S, G3, G2, DFSCOORD, ALO, ANGLICO commander (NGO), aviation Off; EWO, engineer, Corps FSE, adjacent Unit FSEs, division LNOs, adjacent unit LNOs
18. Division command group and command posts position to control the battle.	Div commander, ADCs, C/S, G3, DFSCOORD, ALO, ANGLICO commander (NGO), signal Off

Execution

19. Division commander sees the battlefield.	Div commander, ADCs, C/S, G3, G2, G5, DFSCOORD, ALO and TACPs, brigade air and naval gunfire liaison teams, EWO; commanders of maneuver brigades, Cav squadron, aviation brigade, DivArty, MI Bn and their S2s, S3s, and subordinate unit FSEs; corps CPs, RSTA assets
20. Division commander directs and leads the division during the battle.	Div commander, ADCs, C/S, G2, G3, G4, G1, G5, DFSCOORD, ALO, ANGLICO commander (NGO), aviation Off, EWO, ADCOORD, signal Off, subordinate commanders and staffs
21. Division command posts track and support the battle.	Div commander, ADCs, C/S, G3, G2, G4, G1, G5, DFSCOORD, Div aviation Off, EWO, engineer, ADCOORD, signal Off, corps FSE and CPs, subordinate unit CPs and FSEs
22. Division conducts battlefield update (METT-T based).	Div commander, ADCs, C/S, G3, G2, G4, DFSCOORD, ALO, ANGLICO commander (NGO), aviation Off; EWO, chemical Off, subordinate commanders and staffs
23. Division commander conducts the decision making process under time constraints.	Div commander, ADCs, C/S, G3, G2, DFSCOORD, ALO, ANGLICO commander (NGO), aviation Off, EWO

24. Division consolidates and reorganizes.	Div commander, ADCs, C/S, G3, G2, G4, DFSCOORD, ALO, ANGLICO commander (NGO), aviation Off; EWO, engineer, G4, division surgeon, subordinate commanders, CPs and FSEs

Key Inputs and Outputs to BF 15

This component identifies critical input information required by participants to successfully accomplish the BF. Where information results from the performance of the BF tasks, BF information output will be identified. One BF's information output normally is provided as another BF's input. Critical input and output information is organized by the specific part of the doctrinal product or means used to communicate it. The source of critical information identified is specific only to the BF echelon and function being analyzed and is not intended to reflect all the information the product may contain. The purpose of this component is to identify information required to drive a training exercise for this BF and to establish standards for measuring the performance of BF tasks resulting in information output.

KEY INPUTS

C-1 CORPS OPORD

a. Corps commander's intent and guidance for fire support.
b. Fire support plan, paragraph 3 (Execution) of OPORD.
c. Maneuver plan, paragraph 3 (Execution) of OPORD.
d. Tasks to subordinate units, paragraph 3 (Execution) of OPORD.
d. IEW, paragraph 3 (Execution) of OPORD.
e. Corps maneuver graphics/operations overlay.
f. Fire support annex
    1) Target list.
    2) Schedule of fires.
    3) Priorities of fires.
    4) Fire support coordination measures/restrictions.
    5) Coordinating instructions.
    6) Artillery task organization by phase.
    7) High-payoff target list (HPTL).
    8) Attack guidance matrix (AGM).
    9) Target selection standards.
    10) Target acquisition plan.
    11) Army aviation fire support.
    12) CAS support plan.
    13) EW support plan.
    14) Naval surface fires support plan.
    15) Allocation of ammunition.
    16) Air interdiction.
    17) Corps field artillery support plan.
g. Decision support template and the synchronization (DST-Synch) matrix.
h. Advanced Field Artillery Tactical Data System (AFATDS).
i. Forward Area Air Defense Command, Control, Communications, and Intelligence (FAADC3I) system.
j. Engineer annex.

1) Prioritization of obstacles.
2) Joint force directed obstacles.
3) FA FASCAM, engineer Volcano, and USAF Gator mine fields.
4) Responsibility for emplaced obstacles.
5) Situational obstacles.
6) Plan for breaching obstacles.

k. Aviation annex.
1) Attack helicopter operations in support of corps maneuver (deep and close operations).
2) Assault and cargo helicopter (medium lift) operations in support of the corps fire support plan.
3) Observation helicopter operations in support of corps fire support.
4) Fire support in support of aviation operations:
a) JSEAD requirements (i.e., FA, CAS, AI, EW, AD).
b) Artillery.
c) CAS (JAAT).
5) Flight operations.
6) Tasks to Army aviation units.

m. Intelligence annex.
1) RSTA.
2) NAIs and TAIs.
3) Intelligence operations/activities in support of the fire support plan.
4) Corps collection plan.
5) Commander's critical information requirements (CCIR).

n. Air defense artillery annex.
1) JSEAD requirements.
2) CAS integration.

o. Logistics annex.
1) Main supply routes (MSR).
2) Ammunition supply point (ASP) locations.
3) Ammunition supply rates (ASR).

p. Army airspace command and control (A^2C^2) annex.
1) Rules of engagement (ROE).
2) Coordinating altitudes.
3) Flight routes and corridors.

q. Civil affairs (CA) annex.
1) Collateral damage preclusion.
2) ROE or rules of confrontation for civilians.

D-2 DIVISION OPORD

a. Division commander's intent and guidance for fire support.
b. Fire support plan, paragraph 3 (Execution) of OPORD.
c. Maneuver plan, paragraph 3 (Execution) of OPORD.
d. IEW, paragraph 5 (Execution of OPORD).

e. Division maneuver graphics/operations overlay.
f. Fire support annex.
    1) Target list.
    2) Fire support execution matrix.
    3) Schedule of fires.
    4) Priorities of fires.
    5) Fire support coordination measures/restrictions.
    6) Coordinating instructions.
    7) Target acquisition.
    8) HPTL.
    9) Attack guidance.
    10) Field artillery plan.
    11) Target solution criteria.
    12) Quick fire plan.
    13) Clearance of fires plan.
    14) Target acquisition plan.
    15) Army aviation fire support.
    16) CAS support plan.
    17) EW support plan.
    18) Naval surface fire plan.
    19) Allocation of ammunition.
g. Decision support template and the synchronization (DST-Synch) matrix.
h. Synchronization matrix.
i. Automated fire planning support.
j. Forward Area Air Defense Command, Control, Communications, and Intelligence (FAADC^{3}I) system.
k. Engineer annex.
    1) Prioritization of obstacles.
    2) Corps directed obstacles.
    3) FASCAM and Gator mine fields.
    4) Responsibility for emplaced obstacles.
    5) Situational obstacles.
    6) Breaching operations.
l. Aviation annex.
    1) SEAD requirements.
    2) JAAT operations.
    3) Flight operations.
    4) Tasks to AAVN units.
m. Intelligence annex.
    1) RSTA reconnaissance and surveillance plan.
    2) NAIs and TAIs.
    3) Intelligence operations/activities in support of the fire support plan.
n. Air defense artillery annex.
    1) SEAD requirements.
    2) CAS integration.

o. Logistics annex.
   1) MSRs.
   2) ASP locations.
   3) Ammunition supply rates.

p. A^2C^2 annex.
   1) ROE.
   2) Coordinating altitudes.
   3) Flight routes and corridors.

q. Civil affairs (CA) annex.
   1) Collateral damage preclusion.
   2) ROE or rules of confrontation for civilians.

DFA-1 DIVISION FIELD ARTILLERY SUPPORT PLAN

a. Organization for combat.
b. DivArty positioning and movement plan.
c. Target acquisition.
d. Fire plan (target lists, schedules of fires).
e. ROE.
f. Met.
g. IFSAS, AFATDS, and TACFIRE (as appropriate).

EW-1 ELECTRONIC WARFARE SUPPORT PLAN

a. Organization for combat.
b. Positioning of EW assets.
c. EW targets.
   1) Monitor and locate.
   2) Jam.
   3) Intrusion operations.
   4) Interference.

AOC-1 AIR TASKING ORDER

a. Air apportionment.
b. Organization for combat.
c. Target lists.
d. Availability of AF, USN and USMC air.
e. Weaponeering.
f. SEAD operations.
g. JAAT operations.
h. AI.

N-1 NAVAL SURFACE FIRE SUPPORT PLANNING DOCUMENTS

a. Naval Surface Fire Estimate of Supportability.
b. Overall Naval Surface Fire Support Requirements Letter.
c. Detailed Naval Surface Fire Support Requirements Letter.

KEY OUTPUTS

D-3 MODIFIED/REFINED FIRE SUPPORT PLAN

a. Updated division fire support plan.
    1) Priority of fire support.
    2) Target list.
    3) Artillery fire plan.
    4) EW support plan.
    5) Fire support execution matrix.
        a) Artillery.
        b) CAS/AI.
        c) Naval surface fires.
        d) EW.
        e) Aviation fire support.
    6) HPTL.
    7) Attack guidance.
    8) Target solution criteria.
    9) Schedule of fires.
    10) Fire support coordination measures/restrictions.
    11) Quick fire plan.
    12) Clearance of fires plan.
b. Updated DST-SYNCH matrix.
c. Updated FASCAM/Gator plan.
d. Target acquisition positioning plan updated.
e. EW positioning plan updated.
f. Updated CAS and NSF support plan.

Task List Summary

This component provides a summary of the tasks.

PLANNING

1. **Direct and lead division during planning for battle.** [ARTEP 6-300-MTP, Tasks 1030-7-2003, 005-7-EN02, 036-7-SW01; ARTEP 100-2, Task 1; Universal Joint Task List, TA 3.1; FM 5-33, Chap 1; FM 6-20, Chap 3; FM 34-3, Chap 4; FM 71-100, Chap 3; FM 71-100-2, Chap 2 and 5; FM 101-5, Chap 4; NWP 3-09.11M/FMFM 1-7, Chaps 2 and 8]

2. **Division receives OPORD/FRAGO from corps.** [ARTEP 71-100-MTP, Task 022-7-CG01; ARTEP 100-2, Task 1D; FM 6-20, Chap 2 and Chap 3; FM 101-5, Chap 4; TRADOC Pam 11-9, Chap 7; Universal Joint Task List, TA .3]

3. **Division conducts mission analysis.** [ARTEP 71-100-MTP, Task 022-7- CG01; ARTEP 100-2, Task 1D; FM 6-20, Chap 2; FM 6-20, Chap 3; FM 101-5, Chap 4; TRADOC Pam 11-9, Chap 7; Universal Joint Task List, TA .3]

4. **Division issues the warning order.** [ARTEP 100-2, Task 1; FM 6-20, Chap 3; FM 71-100, Chap 3; FM 71-100-2, Chap 2]

5. **Division commander and staff prepare estimates, to include development of course of action.** [ARTEP 6-300-1, Task 3-III-91-1a; ARTEP 71-100-MTP, Tasks 878-7-3013, 001-7-AL02, 001-7-A003, 006-7-FS03, 034-7-EW01; ARTEP 100-2, Task 1; ARTEP 100-2, Task 1D; ARTEP 100-2, Task 1I; ARTEP 100-2, Tasks 1L and 1M; Universal Joint Task List, TA .3; FM 6-20, Chap 3; FM 34-3, Chap 4; FM 34-3, Chap 7; FM 34-10, Chap 2 and 3; FM 71-100, Chap 3; FM 71-100-2, Chap 2; FM 90-15, Chap 4; FM 90-21, Chap 2; FM 100-42, Chap 2; FM 100-103, Chap 3; FM 101-5, Chap 4]

6. **Division commander and staff analyze and compare courses of action.** [ARTEP 6-300-1, Task 3-III-9-2; ARTEP 71-100-MTP, Tasks 878-7-3013, 001-7-AL02, 001-7-A003, 006-7-FS03, 0347-7-EW01; FM 6-20, Chap 3; FM 101-5, Chap 4]

7. **Division commander announces decision.** [FM 101-5, Chap 4]

8. **Division staff prepares OPORD/FRAGO.** [ARTEP 6-300-1, Task III-9-7; ARTEP 71-100-MTP, Tasks 878-7-3014, 030-7-2008, 878-7-3015, 878-7-3017; ARTEP 100-2, Task 5; Universal Joint Task List, TA .3.4.1; FM 6-20, Chap 3; FM 1-100, Chap 1; FM 6-20, Appendix C; FM 71-200, Chap 3; FM 101-5, Chap 4; NWP 3-09.11M/FMFM 1-7, Chap 1]

9. **Division issues the OPORD/FRAGO.** [ARTEP 71-100-MTP, Task 878-7-3014; ARTEP 100-2, Task 1A; FM 1-100, Chap 1; Universal Joint Task List, TA 3.4.2; FM 6-20, Chap 1, 2 and 3; FM 34-1, Chap 2; FM 34-10, Chap 5; FM 71-100, Chap 3; FM 71-100-2, Chap 2; FM 90-21, Chap 2; FM 100-26, Chap 51; Joint Pub 3-01.4; Joint Pub 3-52, Chap 3; NWP 3-09.11M/FMFM 1-7, Chap 1]

10. **Division commander and staff refine the plan.** [FM 1-103, Chap 3; FM 6-20, Chap 3]

PREPARATION

11. **Division command group receives update briefings.** [ARTEP ,100-2, Task 3; FM 71-100, Chap 2; FM 71-100-2, Chap 2; TRADOC Pam 11-9, Chap 7]

12. **Division command group and staff monitor, supervise, and direct execution of force protection operations and activities.** [ARTEP 6-300-1, Task 3-III-9-1; ARTEP 71-100-MTP, Task 022-7-CG02; ARTEP 100-2, Task 6; FM 34-10, Chap 1; FM 71-100, Chap 2; FM 100-5, Chap 6]

13. **Division command group and staff monitor, supervise, and direct division mission preparation.** [ARTEP 6-300-1, Task III-9-1; ARTEP 71-100-MTP, Task 022-7-CG01; ARTEP 100-2, Task 3; FM 6-20, Chap 3; FM 71-100, Chap 3; FM 71-100-2, Chap 5]

14. **Division commander and staff conduct inspections and visits.** [ARTEP 100-2, Task 3; FM 71-100, Chap 3]

15. **Division conducts rehearsals.** [FM 71-100-2, Chap 2; FM 101-5, Appendix M]

16. **Division plan is modified and refined.** [ARTEP 71-100-MTP, Task 878-7-3015; ARTEP 100-2, Tasks 1 and 3A; FM 71-100-2, Chap 2]

17. **Division conducts liaison and coordination with higher, adjacent, supported and supporting elements.** [ARTEP 6-300-1, Task 3-III-9-2; ARTEP 71-100- MTP, Task 022-7-CS02; FM 71-100, Chap 3; FM 71-100-2, Chap 2]

18. **Division command group and command posts position to control the battle.** [ARTEP 6-300-1, Task III-9-2; ARTEP 71-100-MTP, Task 878-7-3005, ARTEP 100-2, Task 3; FM 71-100, Chap 3; FM 71-100-2, Chap 2]

EXECUTION

19. **Division commander sees the battlefield.** [ARTEP 6-300-1, Task 3-III-9-2d; ARTEP 71-100-MTP, Tasks 022-7-CG01, 030-7-2009, 030-7-2010, 878-7-3006, 878-7-3007, 878-7-3008, 878-7-1010, 878-7-3020, 878-7-3021, 878-7-3022, 878-7-3024; ARTEP 100-2, Tasks 3 and 4; FM 6-20, Chap 3; FM 71-100, Chap 3; FM 71-100-2, Chap 2]

20. **Division commander directs and leads the division during the battle.** [ARTEP 6-300-1, Task 3-III-9-2d; ARTEP 71-100-MTP, Task 022-7-CG01; ARTEP 100-2, Task 4; FM 6-20, Chap 3; FM 71-100, Chap 3; FM 71-100-2, Chap 2]

21. **Division command posts track and support the battle.** [ARTEP 6-300-1, Task 3-III-9-1, Task 3-III-19-2, and 3-III-9-4; ARTEP 71-100-MTP, Tasks 006-7-FS07, 006-7-FS08, 006-7-FS09, 001-7-AV04, 001-7-AL03, 034-7-EW02, 005-7-EN05; ARTEP 100-2, Task 3; FM 6-20, Chap 3; FM 71-100, Chap 3; FM 71-100-2, Chap 2 and 3]

22. **Division conducts battlefield update (METT-T based).** [ARTEP 6-300-1, Task 3-III-9-2; ARTEP 100-2, Task 3; FM 6-20, Chap 3; FM 71-100-2, Chap 2]

23. **Division conducts the decision making process under time constraints.** [ARTEP 71-100-MTP, Task 878-7-3033, 878-7-3035; FM 71-100, Chap 3; FM 71-100-2, Chap 2]

24. **Division consolidates and reorganizes.** [ARTEP 6-300-1, Task 3-III-9-1; ARTEP 71-100-MTP, Tasks 022-7-CG03, 012-7-1003, 010-7-4004; ARTEP 100-2, Task 7; FM 63-2, Chap 2]

Task List

The purpose of this component is to identify, organize, and list in logical sequence all of the tasks and subtasks necessary to perform this function. Normally, the primary participants responsible for performing the task are identified. The tasks were extracted from the appropriate doctrinal publications and sources. The specific sources of reference for each task and subtask are shown in brackets [ ] following the task.

In many instances, the wording of the task has been changed from the text found in the Army Training and Evaluation Program - Mission Training Plan (ARTEP-MTP) or field manual (FM) to add clarity, context, or meaning. The references allow the user to refer to the original source material for further detail and context, if desired.

For tasks derived from an FM, the FM number and page number have been provided as a reference. For example, the reference for a task "The brigade commander demonstrates understanding of mission and higher commander's intent during confirmation briefing to the division commander" would be [FM 101-5, p. 1-9].

Full references for all the source material are listed in the reference section.

Planning Task List

1. **Direct and lead division during planning for battle.** [ARTEP 6-300-1; ARTEP 71-100-MTP, Tasks 1030-7-2003, 005-7-EN02, 036-7-SW01; ARTEP 100-2, Task 1; Universal Joint Task List, TA 3.1; FM 5-33, Chap 1; FM 6-20, Chap 3; FM 34-3, Chap 4; FM 71-100, Chap 3; FM 71-100-2, Chap 2 and 5; FM 101-5, Chap 4; NWP 3-09.11M/FMFM 1-7, Chaps 1, 2 and 8]

    a. Division receives corps warning order.

        1) Division staff alerts subordinate units including attachments and units under division operational control (OPCON). (Division fire support element (FSE) alerts subordinate and supporting FSEs.)

        2) Division planning cell and higher, lower, and adjacent planners meet to begin coordination and planning.

    b. Division develops a plan based on mission.

        1) Division command group and staff begin mission analysis.

        2) Division FSE maintains and evaluates location and status of friendly fire support units and systems. Alerts division artillery (DivArty) and subordinate fire support planners including close air support (CAS), naval surface fires, electronic warfare, and army aviation. Subordinate fire planners initiate parallel planning.

a) Division targeting team begins initial targeting.

NOTE: The division planning cell functions as the targeting team during the planning and preparation phase of an operation. The cell identifies critical targets and events during the development of course of actions (COAs) and wargaming. This "decide" function establishes priorities for detection and engagement and focuses the intelligence effort. The planning and preparation phase targeting team includes representatives from G2 and G3 plans, G3 air, fire support element (FSE), (deputy fire support coordinator [DFSCOORD]), electronic warfare (EW) office, engineer section, nuclear, biological, and chemical (NBC) section, DivArty, military intelligence (MI) battalion, and aviation brigade, as well as the air liaison officer (ALO), naval gunfire officer (NGO)[1], and naval aviation liaison officer (NALO)[2].

b) ALO determines availability and capability of CAS from air tasking order (ATO).

c) ALO determines availability of other air support assets: suppression of enemy air defenses (SEAD), reconnaissance (RECON), EW, air defense, tactical lift, AC130 support.

d) NGO determines from the naval gunfire operations center, the projected locations of supporting vessels and projects availability of naval surface fires.

e) Division G2, MI battalion, and electronic warfare officer (EWO) begin electronic preparation of the battlefield (EPB); project availability of corps and echelons above corps (EAC) intelligence and electronic warfare (IEW) assets.

f) EWO and MI battalion provide availability of offensive EW assets to division targeting team.

g) Division aviation officer and aviation brigade project availability of scout, attack and lift aircraft. Project requirements for corps aviation assets.

h) DivArty projects availability of organic artillery and target acquisition assets.

3) FSE produces recommendations for commander's critical information requirements (CCIR) including friendly forces information requirements (FFIR), and essential elements of friendly information requirements (EEFIR).

---

[1]The normal duty location for the NGO is with the FSE. The NGO is also the commander of the division's ANGLICO.

[2]The normal duty location for the NALO is with the division TACP.

4) FSE inputs fire support related intelligence preparation of the battlefield (IPB) requirements for the projected operation to G2.

5) Division terrain team and division engineer begin obstacle and terrain analysis of projected area of operations.

6) USAF weather team forecasts weather and projects impact on operations.

7) Division G2 orients IPB on the new mission; produces initial drafts of CCIR.

c. FSE continues fire support to forces in contact.

2. **Division receives OPORD/FRAGO from corps.** [ARTEP 71-100-MTP, Task 022-7-CG01; ARTEP 100-2, Task 1D; FM 6-20, Chap 2 and 3; FM 101-5, Chap 4; TRADOC Pam 11-9, Chap 7; Universal Joint Task List, TA .3; NWP 3-09.11M/FMFM 1-7, Chap 3.]

a. Division commander and staff are briefed by G3 on the new mission and are presented a proposed timeline for planning.

b. Deputy fire support coordinator (DFSCOORD) identifies corps artillery and target acquisition availability.

c. ALO reviews ATO and determines availability of CAS, air interdiction (AI), and air support assets.

d. ALO determines availability of forward air controllers (airborne and ground).

e. NGO and NALO review ATO and naval surface fire plan and determine naval surface fire and CAS availability.

f. EWO determines corps and EAC IEW support.

g. Division engineer determines corps obstacle plan including family of scatterable mines (FASCAM) and air emplaced mines.

3. **Division conducts mission analysis.** [ARTEP 70-100-MTP, Task 022-7-CG01; ARTEP 100-2, Task 1D; FM 6-20, Chap 2 and 3; FM 101-5, Chap 4; TRADOC Pam 11-9, Chap 7; Universal Joint Task List, TA .3.]

a. Division commander issues initial guidance.

1) Approves or modifies restated mission prepared by staff.

2) States intent.

3) Issues maneuver and fire support concept.

NOTE: The degree of detail in the commander's concept will vary according to the factors of Mission, Enemy, Terrain, Troops, and Time Available (METT-T), the commander's leadership style and the experience of the staff. The purpose of giving the commander's concept is to focus the staff and save planning time without stifling initiative.

4) Provides staff planning guidance.

a) CCIR.

b) Force protection measures.

c) Priorities of division resource allocation.

d) Requirements for external support.

e) Planning suspenses.

b. Division FSE continues to provide support to forces in contact and conducts fire support planning.

1) Analyzes corps commander's intent for fire support and fire support related annexes to determine priority of fire support.

2) Identifies high-value targets (HVTs) in coordination with division targeting team and prepares target list.

3) Assesses requirements for, location, and availability of targeting assets including division, corps, and EAC.

4) Assesses availability and status of organic and supporting indirect fire means to include field artillery, CAS, naval surface fires, electronic warfare, and army aviation from corps order, ATO, naval surface fire plan, and liaison elements including ALO, NGO, and NALO, division liaison officer (DLNO) at corps, and liaison officers from flank units.

5) Repositions target acquisition and indirect fire means to support commander's intent to include support for the deep, close, rear, and counterfire battles.

6) Coordinates with adjacent units to avoid gaps in coverage and eliminate possibility of fratricide.

7) Identifies and coordinates special munitions requirements, required supply rate (RSR), and available supply rate (ASR) with DivArty and division ammunition

officer. DivArty coordinates transportation and supply routes with division transportation officer (DTO); informs DFSCOORD.

8) Continues to evaluate effects of fires of ongoing fire support.

4. **Division issues the warning order.** [ARTEP 100-2, Task 1; FM 6-20, Chap 3; FM 71-100, Chap 3; FM 71-100-2, Chap 2.]

NOTE: Timing of the preparation and transmission of the division warning order is based on information received from corps and time available for planning. The warning order is prepared and transmitted as soon as there is enough information to be useful to subordinate units. It may be released as early as immediately after the corps warning order is received. Release of the warning order after the corps OPORD/FRAGO is received is the latest time the warning order should be disseminated to subordinate units. Parallel planning ensures maximum preparation time for subordinate units.

a. FSE identifies changes in allocation of fire support.

b. FSE states requirements for positioning of target detection and indirect fire support assets.

c. FSE identifies ammunition restrictions and requirements.

d. FSE outlines permissive and restrictive fire control measures.

e. FSE includes special instructions on rules of engagement, fire support communications, Army airspace command and control (A^2C^2), and logistic support.

f. Division warning order is approved by division commander and is distributed.

5. **Division commander and staff prepare estimates, to include development of courses of action.** [ARTEP 6-300-1, Task 3-III-9-1a; ARTEP 71-100-MTP, Tasks 878-7-3013, 001-7-AL02, 001-7-A003, 006-7-FS03, 034-7-EW01; ARTEP 100-2, Tasks 1, 1D, 1I, 1L and 1M; Universal Joint Task List, TA .3; FM 6-20, Chap 3; FM 34-3, Chap 4 and 7; FM 34-10, Chap 2 and 3; FM 71-100, Chap 3; FM 71-100-2, Chap 2; FM 90-15, Chap 4; FM 90-21, Chap 2; FM 100-42, Chap 2; FM 100-103, Chap2, 3 and 4; FM 101-5, Chap 4.]

a. FSE fire support cell for mission planning may include:

1) DFSCOORD

2) ALO

3) G3 plans

4) G3 air

5) G2 targeting team

6) G2 air

7) NGO

8) EWO

9) Division aviation officer

NOTE: Fire support cell will obtain information from other staff agencies not directly involved in fire support planning to include G4, G5, division provost marshal (PM), assistant division engineer and ADCOORD.

b. FSE initiates estimate based on commander's intent and scheme of maneuver, guidance from corps, and Mission, Enemy, Terrain, Troops, and Time Available (METT-T).

1) States fire support, target acquisition assets availability and status.

2) Determines constraints on Class V consumption from division ammunition officer.

3) Determines with ALO CAS availability and employment considerations, weapons systems and munitions effects, number of sorties per day, tactical air control party (TACP) status, EW availability.

4) Determines with A^2C^2 element, G3 air, division ALO, division aviation officer, division EWO, NGO, and ADCOORD the airspace utilization plan and procedures.

5) Determines joint air attack team (JAAT) and SEAD requirements with division ALO and division aviation officer.

6) Determines with NGO and NALO availability of naval surface fires and CAS, weapons systems and capabilities, weapons system locations, status and location of ANGLICO teams.

7) Determines from corps order field artillery organization for combat (units in direct support [DS], general support [GS], reinforcing, general support reinforcing [GSR]).

8) Coordinates with G2 to utilize IPB to develop initial targeting requirements and fire support missions.

9) Coordinates with DivArty to determine field artillery planning considerations, e.g., status, availability, and location of units.

10) Coordinates with division engineer to determine location and status of obstacles to include requirements for FASCAM and air delivered mines, availability of engineer support for survivability tasks, condition of lines of communication (LOC) in battle area.

11) Determines EW targets with G2, G3, EWO. Coordinates with G2 and G3 whether to conduct signals intelligence (SIGINT), electronic attack (EA), or destroy by lethal fires.

12) Coordinates with MI battalion to begin development of EW support plan.

13) Determines psychological warfare and deception requirements from the G3.

14) Determines fire support requirements and supportability of counterfire, deep, close, and rear battle plans.

15) Coordinates availability of cross-boundary fire support and target acquisition coverage with adjacent units.

16) Makes assumptions on fire support to fill in shortfalls in facts.

c. Staff develops courses of action based on estimate.

1) FSE develops fire support concepts which integrate and synchronize artillery, CAS, naval surface fires, Army aviation and electronic warfare to support the scheme of maneuver for each course of action, the reconnaissance and surveillance plan, the obstacle plan and tasks to subordinate units.

2) Indirect fire support is planned to support counterfires as well as deep, close and rear operations for each course of action.

d. Considerations to synchronize fire support for each course of action include:

1) Enhance the division's freedom of maneuver by weighting the main effort and winning the counterfire battle.

2) Shape the battlefield by forcing the enemy to respond to multiple threats.

3) Allow the division to retain the initiative by providing sufficient flexibility in the fire support plan to respond to unexpected enemy moves. Flexibility is attained by positioning artillery in depth, dispersing target acquisition elements, providing quick fire channels of communication, and non-restrictive fire support measures.

4) Optimize the capability each indirect fire system brings to the fight.

5) Create a synergy that is greater than the sum of its parts by proper targeting, sequencing, and timing of the delivery of fire support. Synergy is achieved by synchronizing maneuver and delivery of fires and by the attack of high payoff targets with the most effective fire support system(s).

e. Fire support integration is based on:

1) Using the lowest echelon able to furnish effective support.

2) Using the most effective means to service the target.

3) Avoiding unnecessary duplication.

4) Matching weapons systems to the desired target effect (neutralize, suppress, or destroy).

5) Indirect fire support enhancing and supporting the direct fire battle.

f. FSE coordinates with the following staff agencies during COA development to synchronize and integrate fire support:

NOTE: FSE coordinates externally with DivArty and the MI battalion throughout COA development to ensure the development of a field artillery plan and an electronic warfare support plan to support each COA.

1) With the G2:

a) Develops collection plan to meet target detection requirements in support of the targeting plan.

b) Develops fire missions in support of reconnaissance and surveillance (R&S) operations.

c) Determines threat.

(1) Dispositions

(2) Capabilities

(3) Expected COAs

(a) Doctrinal template

(b) Situational template

(c) Event template

(d) Decision support template (DST)

(4) Vulnerabilities and limitations

d) Determines availability of divisional, corps and EAC reconnaissance, surveillance, and target acquisition (RSTA) assets to assist in target acquisition.

2) With the G3:

a) Determines plans of maneuver under consideration including main and supporting efforts.

b) Determines changes to organization for combat.

c) Determines changes to unit locations.

d) Supervises division targeting team. Refines targeting requirements and recommends attack guidance (neutralize, suppress, or destroy) for high-payoff targets (HPTs) in coordination with G2.

e) Determines divisional NAIs and TAIs.

f) Determines targeting and fire support requirements from the decision support template (DST).

g) Provides FSE criteria to track and assess the effectiveness of fire support.

h) Develops permissive and restrictive fire control measures.

i) Develops airspace management plan.

j) Determines considerations for psychological and deception operations.

3) With the G4, determines:

a) Availability of and distribution plan for Class V.

(1) Haul requirements.

(2) Stockpile requirements.

(3) Special munitions allocations.

(4) Main supply routes (MSRs).

(5) Controlled supply rates (CSR); required supply rates (RSR).

b) Locations of ammunition supply points (ASPs).

c) Status of fire support and target acquisition Class VII major end items.

d) Significant changes to Class III, IV, and IX availability which could impact fire support.

4) With the G5, determines:

a) Locations of inhabited areas, and significant historic, cultural, and religious structures.

b) Movements of refugees and other non-combatants.

5) With the division engineer, determines:

a) Obstacle and barrier plan (including FASCAM and air delivered mines).

b) Plans for breaching operations and required fire support.

c) Engineer capabilities to construct survivability positions for fire support assets.

6) With the division aviation officer, determines:

a) Integration of scout and attack helicopters into fire support plan.

b) Lift requirements for artillery equipment and Class V.

c) A^2C^2 considerations.

d) JAAT and JSEAD requirements.

7) With the NGO, determines:

a) Integration of naval fires into fire support plan.

b) Availability of naval surface fires.

c) A^2C^2 considerations.

d) Requirements for ANGLICO (SALT and FCT) teams.

e) Availability of naval unattended aerial vehicle (UAV) support.

8) With the ALO, determines:

a) Sortie allocation.

NOTE: Sortie Allocation will include CAS and AI available from all services as specified in the air tasking order (ATO).

b) Availability of naval CAS, AI (in coordination with NALO).

c) Recommended mix of preplanned and immediate CAS.

d) AI mission details.

e) JAAT planning requirements.

f) SEAD requirements.

g) Availability of special mission aircraft (e.g., AC-130).

h) A^2C^2 considerations.

i) Availability of Air Force (AF) intelligence and electronic warfare (AFIEW) assets, e.g., Joint Surveillance Target Attack Radar System (JSTARS), Compass Call.

j) Air Force (AF) rules of engagement and impact on mission support.

9) With the ADCOORD, determines:

a) SEAD requirements.

b) A^2C^2 considerations.

c) Artillery fires in support of air defense operations (particularly planning of fires on potential enemy landing zones [LZs]).

d) Protection of critical fire support assets by ADA.

NOTE: The FSE's principal method of maintaining current information on Army A^2C^2 is through the division A^2C^2 element. Participants in A^2C^2 at division level include G3 Air, air defense artillery (ADA) element, air traffic services element (as required); FSE; G2 collection, management, and dissemination element (as required); G4 representative (as required); UAV unit commander or representative (as required); ALO and NGO.

10) With the division signal officer, determines:

a) Communications and retransmission requirements.

b) Communications restrictions and/or limitations.

c) Combined and joint communications interface.

11) With the division chemical officer, determines:

a) Smoke operations.

b) Location of NBC reconnaissance elements.

c) Recommended MOPP for fire support assets.

k. FSE develops a fire support concept for each COA which ideally:

NOTE: The degree of detail for the fire support concept for each COA is dependent on information and time available. FSE must make assumptions and fill in details as the planning process continues and the number of COAs under consideration is reduced.

1) Supports the maneuver plan and the division commander's guidance for fire support.

2) Includes DS, GS, reinforcing, and GSR artillery support.

3) Matches, integrates, and synchronizes weapons systems (artillery, naval surface fires, CAS, AI, EW, Army aviation) to tentative targets and desired effects.

4) Defines methods of target acquisition and positioning requirements for counter battery and counter mortar radars, sensors, EW assets, air assets (including JSTARS ground support terminals (GSTs) and UAVs), observers, target designators, and range finders.

NOTE: Use of radars must take into account enemy electronic counter measures (ECM) capability to determine duration radars may remain on and requirements for alternate positions, ground protection, and engineer survivability support.

5) Provides for compliance with rules of engagement and positive clearance of fires to eliminate fratricide risks.

6) Integrates mortars into the division indirect fire plan as necessary.

NOTE: Mortars are normally integrated into the division indirect fire plan when fire support overlays are submitted from subordinate maneuver headquarters. While mortar fires are

normally not planned at division, they may be directed to cover shortfalls in artillery support or attack targets which are vulnerable only to high-angle fires.

7) Plans for employment of fire support throughout the depth of the division's area of operations (deep, close, rear) on known and suspected targets including harassing and interdiction (H & I) fires. Plans for coordination of attack outside the division area of operations.

8) Plans for integration of target acquisition assets, artillery, CAS, naval surface fires, EW, Army aviation, and obstacles into the counterfire battle.

9) Enhances flexibility and synchronization of fire support by designating non-restrictive fire support coordination measures, e.g., kill zones and free fire areas.

10) Develops restrictive fire support coordination measures (fire support coordination line (FSCL), no fire areas (NFAs), boundaries to preclude engagement of friendly forces and facilitate engagement of enemy forces.

11) Establishes and allocates: changes in fire support organization, priority targets by weapons system(s) and desired effects, priority of fires by weapons system, timing of shifts in fire support organization and priorities, target acquisition and weapons systems for each target and battlefield event which requires fire support.

12) Includes special munitions/missions, e.g., smoke, illumination, FASCAM, improved conventional munitions (ICM), copperhead, search and destroy armor (SADARM), counter fires, final protective fires (FPFs).

13) Portrays primary, alternate, and projected firing and target acquisition positions and considers terrain management with maneuver units, communications, and retransmission requirements.

14) Provides for tracking the effectiveness of the fire support plan and battle damage assessment (BDA) (by the G2).

15) Integrates A^2C^2 considerations.

l. Fire support for the rear battle:

1) Will be coordinated with the rear area operations center (RAOC) fire support element, the military police, or a tactical combat force (TCF) directly involved in the rear battle.

2) FSE must obtain overlays and unit dispositions in division rear.

3) Each base cluster is designated as a NFA. Restricted fire areas (RFAs) are normally established around the clusters.

4) Artillery support will normally be provided only on an on-call basis. Artillery support requires in-place communications.

5) Army aviation is integrated into the rear battle plan for observer capability, direct fires, and required repositioning of artillery.

6) ALO determines availability of CAS and special mission aircraft (e.g., AC 130) to support the rear battle from the ATO.

m. Fire support for the deep battle:

1) Supports the close battle by disrupting the enemy's ability to mass.

2) Relies heavily on division aviation brigade, corps and joint execution of fires.

3) Accounts for friendly elements in the enemy's rear, e.g., special operations forces (SOF) and long-range surveillance units.

6. **Division commander and staff analyze and compare courses of action.** [ARTEP 6-300-1, Task 3-III-9-2; ARTEP 71-100-MTP, Tasks 878-7-3013, 001-7-AL02, 001-7-A003, 006-7-FS03, 034-7-EW01; FM 6-20, Chap 3; FM 101-5, Chap 4.]

a. FSE utilizes fire support estimate and notes taken during COA development to brief fire support for each COA. Notes are maintained on COA discussions for development of division order and supporting fire support documents.

b. Each element of FSE participates in the wargaming session and provides expertise on synchronization and integration of fire support.

1) DFSCOORD provides artillery and mortars input.

2) ALO, NALO, and NGO provide expertise on CAS and naval surface fires.

3) Division aviation officer provides information concerning use of Army aviation.

4) Division EWO provides EW considerations.

5) HPTs developed in the wargaming session are prioritized and included in the target list.

c. G3 provides input on psychological and deception operations ensuring that division plan follows and supports corps and EAC operations and themes.

d. During the wargaming of each COA, the FSE describes the fire support plan covering:

1) The attack of emerging or suspected targets with the most effective system(s).

2) Tasks and/or requirements for all available fire support assets to include repositioning.

3) Distribution of fire support assets to support the maneuver plan by weighting the main effort and winning the counterfire battle.

4) Integration of movement and displacement of indirect fire systems and units to follow the battle flow.

5) Changes in organization for combat and priorities to support phasing of the maneuver plan.

6) Integration of the use of fire support coordination measures.

7) Identification of HVTs and HPTs and the method to engage each.

8) BDA and tracking effects of fire support.

e. The positioning plan for target acquisition assets is developed to support each COA.

1) Placement and employment of target acquisition assets are a joint effort involving G2, DFSCOORD, ALO, NALO, NGO, aviation officer, EWO, DivArty, aviation brigade, maneuver brigades, Cav squadron, and the MI battalion.

2) Target acquisition assets are:

a) Remotely employed sensors.

b) JSTARS.

c) UAVs.

d) Ground surveillance and weapons locating radars.

e) Maneuver units' outposts (OPs), listening posts (LP), and patrols.

f) Combat observation and lasing teams (COLTs), fire support team - vehicles (FIST-Vs), forward observers (FOs), TACP, ANGLICO (SALT and FCT) teams.

g) Air forward air controllers (FACs).

h) MI battalion, corps Arty, and DivArty assets.

i) Aviation assets (fixed and rotary wing).

j) Corps and division long range surveillance units (LRSUs), SOF assets.

k) Maneuver units.

l) Human intelligence sources of information about enemy activity, e.g., enemy prisoners of war (EPWs), local populace, refugees.

f. FSE ensures that fire support assets are integrated in terms of system(s) numbers, munitions, and attack duration to achieve the desired battlefield effect (suppression, neutralization, destruction) and are synchronized to support the division commander's intent, the scheme of maneuver and the direct fire battle.

g. FSE should compare and rate each course of action in terms of ability of fire support assets to support the maneuver plan.

7. **Division commander announces decision.** [FM 101-5, Chap 4]

a. FSE maintains notes on commander's decision as it affects the employment of fire support and the command/support relationship.

b. Commander's decision provides the basis for integration and synchronization of the fire support plan.

c. Commander articulates fire support (CAS, artillery, naval surface fires, EW, Army aviation) prioritization of support and targets, and desired effects in support of the selected COA.

d. Corps Arty, DivArty, MI battalion, and other subordinate fire support planners are notified of commander's decision.

e. Fire support plan is adjusted to comply with division commander's guidance and modification of COA.

f. FSE coordinates with higher, adjacent, subordinate FSE/command posts (CPs) to track the battle and assess effectiveness of the fire support plan.

8. **Division staff prepares OPORD/FRAGO.** [ARTEP 6-300-1, Task III-9-7; ARTEP 71-100-MTP, Tasks 878-7-3014, 030-7-2008, 878-7-3015, 878-7-3017; ARTEP 100-2, Task 5; Universal Joint Task List, TA .3.4.1; FM 6-20, Chap 3; FM 1-100, Chap 1; FM 6-20, Appendix C; FM 71-200, Chap 3; FM 101-5, Chap 4; NWP 3-09.11M/FMFM 1-7, Chap 1.]

a. FSE ensures that the division commander's intent for ground indirect fires, CAS, naval surface fires, EW, and target acquisition is included in the order. The fire support plan supports the commander's intent and concept and is synchronized with the scheme of maneuver, RSTA plan, obstacle plan and tasks to subordinate and supporting units. The fire support plan must provide for support of the deep, close, and rear battle.

NOTE: Winning the counterfire battle is achieved by attacking enemy command and control facilities, target acquisition means, and indirect fire systems in the execution of the deep and close battle. Artillery fires, CAS, AI, Army aviation, naval surface fires, and offensive EW must be integrated into the counterfire plan if it is to be successful. Winning the counterfire battle is fundamental to ensuring that the division has freedom of maneuver and can protect the force.

b. The fire support plan is coordinated with the corps FSE, joint supporting elements including the ALO and NGO, and adjacent and subordinate fire support planners and prepared for inclusion in the division order. The DFSCOORD writes paragraph 3a(2) (FIRES) portion of the order. DivArty prepares the field artillery support plan. MI battalion prepares the EW support plan. Members of the FSE write their respective paragraphs and appendices of the fire support annex to include target lists, matrixes, and overlays. The G3 supervises preparation of the fire support plan to ensure that it is integrated with and fully supports the scheme of maneuver.

c. Paragraph 3a(2) fires:

1) Outlines how the fire support plan is synchronized and integrated to support each phase of the division scheme of maneuver.

2) Designates which units have priorities of fire support (artillery, CAS, Army aviation fire support, naval surface fires, EW) and how that priority will be executed (why, what, how, when).

3) Describes supporting fires (times, duration, desired effects).

d. Fire support annex, appendices, matrices, and overlays:

1) Describe enemy fire support capabilities.

2) Address corps and division missions and define roles, responsibilities, and command relationships for all supporting fire support systems.

3) Identify fire support resources attached and detached to and from the division and the effective date/time group.

4) State fire support mission.

5) State priority of fire support (by system, unit, event, and phase).

6) Include the division field artillery support plan, EW support plan, air support plan, naval surface fires support plan, attack helicopter support plan, and project changes based on tactical contingencies in the operation order (OPORD).

7) Provide for positioning and utilization of all target acquisition assets. A sensor/attack matrix may be used to ensure the coverage and attack of each HPT.

8) Include target list outlining location, description, target size or altitude, identification of danger close targets, and detailing targets assigned for artillery, CAS, Army aviation, naval surface fires, and EW.

9) Include firing schedules, desired effects, and target casualty criteria including coordination and synchronization instructions for attack of HPT.

10) Include CAS and naval surface fires concept to include preplanned targets on call support, DS, and GS taskings.

NOTE: If sufficient ships are available and terrain permits delivery of naval surface fires, a destroyer (DD) will normally be placed in direct support of each maneuver battalion committed to the close fight. Brigades and the division may have additional ships in a GS role.

11) Include plans for the counterfire battle.

12) Include plans for JAAT and JSEAD.

13) Identify controlled supply rates (CSR).

14) Identify special munitions/targets.

15) Provide ASP locations.

16) Identify automated fire planning systems and procedures.

NOTE: The division FSE and DivArty must plan for "man in the loop" with automated fire planning support to ensure that the automated system(s) meets the commander's fire support guidance and priorities throughout the operation.

17) Include plan for psychological operations.

18) Finalize permissive and restrictive fire support coordinating measures, A^2C^2, and rules of engagement.

e. Information in the fire support plan is integrated into the division decision support template (DST).

9. **Division issues the OPORD/FRAGO.** [ARTEP 71-100-MTP, Task 878-7-3014; ARTEP 100-2, Task 1A; FM 1-100, Chap 1; Universal Joint Task List, TA 3.4.2; FM 6-20, Chap 1, 2 and 3; FM 34-1, Chap 2; FM 34-10, Chap 5; FM 71-100, Chap 3; FM 71-100-2, Chap 2; FM 90-21, Chap 2; FM 100-26, Chap 51; Joint Pub 3-01.4; Joint Pub 3-52, Chap 3; NWP 3.09.11M/FMFM 1-7, Chap 1.]

a. DFSCOORD briefs fire support:

1) Artillery and radar locations, status, and support relationship to the scheme of maneuver (DS, Reinforcing, GSR, GS).

2) Field artillery plan.

3) Naval surface fires support plan (NGO assists and may brief separately if operation utilizes substantial amount of naval fires).

4) Use of Army aviation to acquire targets, attack point targets, provide suppressive fires, observe fires, and move fire support and targeting assets. Division aviation officer assists.

5) Fire control measures.

6) Special and conventional munitions status.

b. ALO briefs CAS and AI:

1) Available sorties.

2) Mix between preplanned and immediate CAS.

3) Airborne and ground FAC locations and status.

4) Munitions availability.

5) JAAT and JSEAD.

6) Rules of engagement and impact on mission.

7) Availability of air support assets: RECON, air defense, special mission aircraft, intelligence and electronic warfare (IEW) platforms.

8) Air space command and control considerations.

c. EWO briefs electronic warfare support plan:

1) Electronic attack.

2) Electronic warfare support.

3) Electronic protection.

d. NGO briefs naval surface fires.

e. Chemical officer briefs use of smoke and systems providing smoke coverage (artillery, air, generator).

f. G3 representative briefs A^2C^2.

g. G3 representative briefs psychological warfare themes and operations.

10. **Division commander and staff refine the plan**. [FM 1-103, Chap 3; FM 6-20, Chap 3.]

a. FSE refines and improves the fire support plan based on subordinate and adjacent units' schemes of maneuver, fire plans, and target lists.

b. Fire support plan and target list are modified and refined as additional intelligence is obtained concerning enemy locations, capabilities, and intentions.

c. Fire support plan is modified and refined as there are changes to the status and location of supported units, and target acquisition, artillery, CAS, Army aviation, naval surface fires, and IEW assets. Fire support plan must provide acquisition and attack alternatives if the primary means become unavailable or unusable as a result of weather or enemy action.

d. DFSCOORD and DivArty staff refine field artillery support plan.

e. EWO and MI battalion refine EW support plan.

f. FSE, assistant division engineer, engineer battalion, and maneuver brigades refine fires in support of obstacle plan/breaching operations.

g. FSE and subordinate fire planners continue coordination to ensure that the various components of the fire support system are protected from enemy action.

h. Logistics requirements are refined and changes are made known to supporting units.

i. Division deep battle requirements are coordinated with corps battlefield coordination detachment (BCD) and deep operations coordination center (DOCC).

j. Division FSE refines and coordinates sequencing and timing of the attack of HPTs by ground indirect fire, CAS, Army aviation, naval surface fires, and EW.

k. JAAT and JSEAD operations are planned and coordinated by FSE, DivArty, aviation officer, ADCOORD, aviation brigade, ALO, NGO, and EWO.

l. FSE provides fire support plans and continuously coordinates firing battery locations and significant intensities of fire with the A^2C^2 element.

m. Division signal officer, FSE, and DivArty refine communications and retransmission requirements to ensure an effective and redundant fire support net.

n. FSE continually disseminates changes to fire support plan and unit locations to higher, lower, adjacent, and supporting joint fire support planners.

o. G3 coordinates psychological operations and deception plans with corps.

p. FSE continues to track, coordinate, synchronize, and integrate fires in support of current division operations as the plan is refined.

Preparation Task List

11. **Division command group receives update briefings.** [ARTEP 100-2, Task 3; FM 71-100, Chap 2; FM 71-100-2, Chap 2; TRADOC Pam 11-9, Chap 7.]

a. FSE representatives provide updates to the division command group on modifications and refinements to the fire support plan.

b. FSE tracks the status of fire support preparations and briefs as required:

1) Available fire support and assigned missions.

2) Artillery organization for combat.

3) Location and status of all fire support assets.

4) Field artillery plan (mortar fires may be included if significant to the division operation).

5) Artillery and mortar ammunition status.

6) ASP locations.

7) CAS and AI within division area of interest.

8) Naval surface fires.

9) Army aviation role in the fire support plan.

10) JAAT.

11) JSEAD.

12) Special munitions.

13) Allocation of HPTs.

14) Electronic warfare support plan.

15) Fire support coordination measures.

16) Projected changes to the above. (Projections normally cover the next 48 hours at division level.)

c. Other members of the division staff brief items in their area of interest including information which affects the fire support plan.

12. **Division command group and staff monitor, supervise and direct execution of force protection operations and activities.** [ARTEP 6-300-1, Task 3-III-9-1; ARTEP 71-100-MTP, Task 022-7-CG02; ARTEP 100-2, Task 6; FM 34-10, Chap 1; FM 71-100, Chap 2; FM 100-5, Chap 6.]

a. FSE establishes priority of fire support to the security force.

b. FSE provides quick fire plan, target list (refined by the security force), and fire support execution matrix.

c. FSE ensures that target acquisition assets and artillery are positioned to provide long range fires in support of the security force.

d. FSE, ALO, NALO, and NGO integrate CAS and naval surface fires into fire support of the security force.

e. ALO advises division commander through G3 (Air) regarding CAS implementation. Takes into account weather, terrain, enemy, access to targets.

f. ALO and NGO determine relative locations of friendly forces to CAS and naval surface fire targets and ensure that Air Operations Center (AOC), TACPs, ANGLICO elements, and appropriate naval fire support nodes are informed; e.g., DS and GS ships, supporting arms coordination center (SACC).

g. FSE provides updated fire support plan, firing unit locations, and significantly intense ground actions to A^2C^2 element.

h. FSE, division engineer, and DivArty monitor survivability measures for target acquisition assets and artillery firing systems.

i. G3 and FSE integrate fire support assets into the division deception plan. G3 continues to coordinate all deception and psychological operations with corps to ensure that division operations support and complement the corps and EAC deception plans and psychological warfare objectives.

j. Air defense coordinator (ADCOORD) coordinates point air defense coverage for critical target acquisition assets (e.g., counter mortar and counter battery radars), weapons systems, and ASPs consistent with the division commander's priorities.

k. G3 recommends modifications of rules of engagement commensurate with the threat. Changes are disseminated to all supporting and subordinate units.

NOTE: Modifications to the rules of engagement must be approved by the joint force commander (JFC).

l. Division chemical officer recommends MOPP level and other NBC defensive measures, e.g., NBC monitoring, reconnaissance, and decontamination measures. FSE determines impact on fire support plan.

13. **Division command group and staff monitor, supervise and direct division mission preparation.** [ARTEP 6-300-1, Task III-9-1; ARTEP 71-100-MTP, Task 022-7-CG01; ARTEP 100-2, Task 3; FM 6-20, Chap 3; FM 71-100, Chap 3; FM 71-100-2, Chap 5.]

a. Division G3 planning cell meets periodically (usually daily) with targeting team members to validate HPTs and attack guidance and modify target lists based on METT-T analysis and BDA.

b. FSE monitors status of fire support preparations.

1) Positioning, preparation and status of DivArty and attached fire support units to support the division fire support plan.

2) Availability of CAS, naval surface fire, electronic warfare assets, and Army aviation to support fire support plan.

3) Preparation and status of target acquisition units and systems, counterfire and ground surveillance radars, sensors, ground and aerial observers, FACs, TACPs, ANGLICO teams, unit patrols, LRSU, JSTARS, ground support terminals (GSTs).

4) Changes to target list.

5) Engineer activities:

a) Obstacle locations.

b) Maintenance/preparation of LOCs and MSRs.

c) Preparation of alternate and supplementary firing positions.

d) Supplementary survivability measures for critical target acquisition (e.g., counterfire radars) and fire support assets.

6) Changes in locations of friendly forces, refugees, or other noncombatants.

7) Weather.

c. Division FSE monitors status of DivArty and maneuver unit operational planning.

1) Ensures that division fire support plan is refined to reflect nuances of division and subordinate unit maneuver plans.

2) Ensures that subordinate unit fire planning is integrated into the division fire support plan.

3) Adjusts fire coordination measures to facilitate delivery of subordinate, adjacent and higher unit, and joint fires.

4) Monitors availability of corps and joint fire support assets to support the deep battle.

5) Tracks status of CAS and naval surface fire requests and availability of support.

6) Ensures that fire support aspects of commander's critical intelligence requirements (CCIR) are current.

7) Inputs recommended changes to DST to division G3.

14. **Division commander and staff conduct inspections and visits.** [ARTEP 100-2, Task 3; FM 71-100, Chap 3.]

NOTE: Inspections and visits are conducted to ensure that all subordinate and support elements and leaders understand the fire support plan (including their roles in executing the plan) and to ensure that fire support assets are complying with the division order. They are conducted to determine the division's readiness to execute its assigned mission and to provide rapid fixes to problems observed during the inspection/visit. The time available

determines who and what will be inspected and visited. Inspections and visits should be focused on those critical points (systems, units, supplies, or equipment) that could mean the difference between mission success or failure.

a. FSE members (e.g., DFSCOORD, ALO, aviation officer, EWO, NGO, and NALO) visit maneuver brigades (including aviation brigade), DivArty, and MI battalion to monitor mission preparation and ensure the dissemination, understanding, and adequacy of the fire support plan.

b. FSE visits corps FSE to monitor status and receive or provide updates on requests for corps and joint fire support.

c. G4 visits ASPs and units to ensure the availability of ammunition and mission-essential equipment.

d. ALO and NGO visit parent headquarters to explain the ground tactical plan and to obtain information relevant to the division fire support plan.

15. **Division conducts rehearsals.** [FM 71-100-2, Chap 2; FM 101-5, Appendix M.]

NOTE: The division rehearsal ensures synchronization and agility through practice of the plan. The rehearsal reinforces the scheme of maneuver and the support provided by combat support (CS) and combat service support (CSS) units. The rehearsal identifies problem areas and contingency actions, determines movement and reaction times, enhances coordination, refines the plan, and assures the division commander that each critical component of the forthcoming operation understands and can execute its role at the proper time and place. A rehearsal should always be conducted. The type is a function of ongoing operations, troop availability and time. Rehearsals can range from a full rehearsal (very rarely conducted at division level) to map, backbrief, or radio rehearsals. During combat operations, leaders must ensure adequate operational security (OPSEC) measures are taken during rehearsals to prevent compromising the operations plan.

a. Fire support plan should be rehearsed simultaneously with the maneuver plan to ensure synchronization.

b. Rehearsal should address fire support for the deep, close, rear, and counterfire battles.

c. Rehearsal should cover acquisition, observation, timing, and attack of HPTs. Backup systems should participate in the rehearsal.

d. Rehearsal includes positioning and displacement plan for fire support assets to include target acquisition systems.

e. Measures to prevent fratricide, nonessential collateral damage, and noncombatant casualties are rehearsed to include fire support coordination measures, rules of engagement, A^2 C^2, and identification, friend, or foe (IFF) procedures.

f. CAS, naval surface fires, army aviation fire support, and EW are rehearsed to demonstrate how they are to be integrated with ground indirect fires and the scheme of maneuver.

g. CSS is rehearsed, e.g., ground and air movement, resupply procedures and timing.

h. Communications plan is rehearsed.

16. **Division plan is modified and refined.** [ARTEP 71-100-MTP, Task 878-7-3015; ARTEP 100-2, Tasks 1 and 3A; FM 71-100-2, Chap 2.]

a. Fire support plan is refined and updated based on:

1) Information generated during rehearsals, completion of obstacles, intelligence updates on enemy dispositions and activities, weather, changes in status and availability of acquisition and delivery systems, changes in locations of noncombatants, and refinements to the scheme of maneuver.

2) Input from higher, lower, and adjacent units' fire support planners.

3) Input from joint fires planners.

b. FSE is responsible to ensure that all fire support refinements and modifications are reflected in target lists, fire support (FS) execution matrix (as appropriate), FS overlays, and DSTs.

c. FSE ensures that fire support refinements and modifications support the division scheme of maneuver. Assists subordinate units in resolving potential movement and terrain management conflicts.

d. FSE disseminates refinements and modifications to higher, lower, and adjacent fire support elements and the division staff.

17. **Division conducts liaison and coordination with higher, adjacent, supported, and supporting elements.** [ARTEP 6-300-1, Task 3-III-9-2; ARTEP 71-100-MTP, Task 022-7-CS02; FM 71-100, Chap 3; FM 71-100-2, Chap 2.]

a. FSE ensures that fires that support coordination measures are established with adjacent units and supporting elements to enhance flexibility and eliminate fratricide.

b. FSE coordinates with adjacent and supporting units to determine and, if possible, eliminate gaps in counter-battery or counter-mortar radar coverage.

c. FSE coordinates procedures and targets to reinforce fire support across boundaries when required.

d. FSE ensures that division liaison officers are knowledgeable and current on all aspects of the division fire support plan. Provides periodic fire support updates to liaison officers from other headquarters.

e. FSE ensures that division liaison officers provide debriefs on fire support related matters after visits to other headquarters.

NOTE: Liaison officers augment rather than replace direct communications and coordination between the FSE and subordinate, adjacent, and higher fire support elements.

f. ALO and NGO keep division staff aware of air and naval matters which will affect current or planned operations.

g. FSE continues to coordinate fire support.

18. **Division command group and command posts position to control the battle.** [ARTEP 6-300-1, Task III-9-2; ARTEP 71-100-MTP, Task 878-7-3005; ARTEP 100-2, Task 3; FM 71-100, Chap 3; FM 71-100-2, Chap 2; NWP 3-09.11M/FMFM 1-7, Chap 1.]

a. Command group moves from tactical command post (TACCP) to locate well forward where it can see and influence the battle with rapid decisions and orders. G3, FSE, and ALO representatives accompany command group.

NOTE: ALO and NGO will accompany if naval surface fires or CAS are available.

b. FSE maintains communications with supporting and supported units to process and control fire support. Ensures that battlefield information is disseminated internally within the division and externally to corps FSE.

c. ALO and NGO maintain knowledge of ground tactical situation and inform parent headquarters.

d. ALO/TACP forwards immediate CAS and other air support requests through air request net to AOC.

e. ALO and NGO relay naval surface fire requests through naval fire direction net to direct support ship's combat information center (CIC). General support requests are forwarded to the supporting arms coordination center (SACC).

f. FSE at TACCP responds to fire support requirements of units in contact or moving to fight as part of close operations.

g. Rear FSE responds to fire support requirements of units located in or moving through the rear area.

h. FSE at division main CP recommends priorities for and allocates fire support resources to close, deep, and rear operations; tracks the current battle and plans fire support for future operations; and coordinates, integrates, and synchronizes available fire support assets.

Execution Task List

19. **Division commander sees the battlefield.** [ARTEP 6-300-1, Task 3-III-9-2d; ARTEP 71-100-MTP, Tasks 022-7-CG01, 030-7-2009, 030-7-2010; ARTEP 100-2, Task 4; FM 6-20, Chap 3; FM 71-100, Chap 3; FM 71-100-2, Chap 2.]

a. FSE processes information on subordinate units and dispositions to track the flow of battle.

b. G2 fuses information into intelligence based on input from higher, subordinate, and adjacent unit RSTA operations. Develops BDA. Provides timely targeting information to FSE and subordinate units, including ALO and NGO, and subordinate units.

c. Division targeting team assesses and modifies target lists.

d. G2 requests information and develops BDA as required to track the battle.

e. FSE recommends and/or directs changes in locations and/or missions of target acquisition assets.

f. FSE requests and directs munitions effects assessments as required to monitor effects of fires. Provides information to G2.

g. FSE coordinates with division staff, corps FSE, and subordinate units to gain information concerning battlefield events and the flow of battle. This information enables the FSE to:

1) Visualize the current battle.

2) Process and control fire support.

3) Anticipate future battlefield events which necessitate modification and refinement of the fire support plan.

h. FSE recommends modifications, additions, and deletions to CCIR.

i. FSE provides updates to division commander and staff.

1) Reports on disposition, status, and activities of fire support/target acquisition assets.

2) Describes and outlines execution and effectiveness of the fire support plan.

3) Reports on projected changes to fire support/target acquisition status or availability.

20. **Division commander directs and leads the division during the battle.** [ARTEP 6-300-1, Task 3-III-9-2d; ARTEP 71-100-MTP, Task 022-7-CG01; ARTEP 100-2, Task 4; FM 6-20, Chap 3; FM 71-100, Chap 3; FM 71-100-2, Chap 2.]

a. The division commander continually evaluates the battle and changes priorities of fire support to weight the maneuver plan and reinforce success as the battle progresses.

b. The division commander develops new CCIR as the factors of METT-T change.

c. FSE investigates and provides answers for new fire support related CCIR.

d. FSE monitors execution of the fire support matrix and the employment of fire support.

e. FSE processes fire support requests to support the division scheme of maneuver. Identifies those targets not meeting destruction criteria and retargets as appropriate.

f. FSE anticipates fire support requirements of the battle and expeditiously responds to changes in the division commander's guidance and intent for fire support. Fire support requirements are anticipated by:

1) Use of templates.

2) Tracking and wargaming the division battle.

3) Monitoring the corps battle and coordinating with the corps staff.

4) Understanding the commander's intent.

5) Projecting the status of units, equipment, and personnel.

6) Effective BDA.

7) Continuing the IPB process.

g. FSE coordinates fire support actions as the battle progresses.

h. FSE inputs to division fragmentary orders (FRAGOs) to change priorities, missions, and tasks for supporting fire support assets.

i. The division commander ensures that the division maneuver and fire support plans support the corps commander's intent as the battle continues. He keeps the corps commander informed of the dynamics and progress of the division battle and requests or releases corps fire support assets as he evaluates the situation.

21. **Division command posts track and support the battle.** [ARTEP 6-300-1, Task 3-III-9-1, Task 3-III-19-2, and 3-III-9-4; ARTEP 71-100-MTP, Tasks 006-7-FS07, 006-7-FS08, 006-7-FS09, 001-7-AV04, 001-7-AL03, 034-7-EW02, 005-7-EN05; ARTEP 100-2, Task 3; FM 6-20, Chap 3; FM 71-100, Chap 3; FM 71-100-2, Chap 2 and 3.]

a. G2 Operations, G3 Operations, and DFSCOORD act as the division targeting cell. Coordinate with TAC (tactical) and rear CP and synchronize changes to the targeting effort as it is being executed.

NOTE: During the planning of sequels to the current operation, the planning cell of the division main CP also functions as the targeting team.

b. FSE processes and coordinates division attack of targets:

1) Supervises the execution of planned fires in accordance with fire support execution matrix and the DST.

2) Evaluates fire support requests in light of other requirements and fire support resources available. Provides, denies, or substitutes other fire support means within scope of delegated authority.

3) Coordinates attack of targets of opportunity identified by division and supporting target acquisition assets, e.g., UAVs, JSTARS, LRSU, sensors, radars, etc.

4) Processes and coordinates delivery of interdiction fires.

5) Processes and coordinates SEAD, and JAAT missions.

6) Monitors immediate CAS and naval surface fire requests.

7) Ensures that all A^2C^2 elements are kept current on fire support operations.

c. FSE ensures that fires are synchronized and integrated with the division maneuver by:

1) Performing target analyses.

2) Coordinating with division G3, DivArty, and maneuver unit FSEs to integrate artillery fires with maneuver.

3) Coordinating with division G3, subordinate maneuver brigades, DivArty, ALO, NGO, and NALO to integrate CAS and naval surface fires into the fight and synchronize their delivery with artillery fires, electronic warfare, and Army aviation attack operations.

4) Coordinating the time of delivery and duration of offensive electronic warfare (e.g., jamming) to support attacks by lethal systems and division maneuver.

5) Providing fires to assist in covering, breaching, and emplacing mine fields.

6) Coordinating the attack of the enemy's fire support means, reserves, and those formations impeding division maneuver.

d. FSE continues to monitor the battle through:

1) Spot reports (SPOTREPs) and situation reports (SITREPs).

2) Interstaff coordination.

3) Monitoring communications channels.

4) Munitions effects assessments and BDA.

e. FSE in coordination with the division G2 compares BDA and munitions effects with desired results. If results are not consistent with the division commander's intent, the FSE in coordination with the targeting call makes appropriate retargeting recommendations to the division G3.

f. The division FSE coordinates with corps FSE and, as appropriate, adjacent FSEs. Purpose:

1) Attack of targets outside the division sector.

2) Update corps FSE on division unit locations, dispositions, activities, combat assessments (CA), and the tactical situation.

3) Request additional fire support in support of the division maneuver.

g. FSE conducts clearance of fires for fire support to ensure that fires are not directed against friendly forces or noncombatants.

h. ALO and NGO inform AOC and supporting combat information centers (CICs) of changes to the ground tactical situation.

i. Division ammunition officer (DAO) coordinates ammunition resupply with DivArty S4, division support command (DISCOM), and division aviation officer.

j. Maneuver brigade and cavalry squadron FSEs:

1) Employ fire support to attack targets in their area of operations (AO) as outlined in the fire support plan, fire support matrix, and DST and to support their scheme of maneuver and the direct fire battle.

2) Maintain communications with subordinate FSEs and target acquisition assets.

3) Coordinate fire support on targets of opportunity.

4) Provide target damage assessment and report the impact of fire support on the scheme of maneuver to division command group, G2, G3, and FSE.

5) Monitor and request CAS and naval gunfire support. TACPs and ANGLICO (supporting arms liaison teams [SALT] and fire power control teams [FCT]) provide and control CAS and naval surface fires.

6) Provide for mortar fires in support of brigade maneuver and the division fire support execution matrix.

7) Request EW and artillery fire support.

k. DivArty Tactical Operations Center (TOC):

1) Provides command and control of the delivery of FA fires in support of the division scheme of maneuver and fire support plan.

2) Provides command and control of counter mortar/counter battery radar operations.

3) Positions observers, COLT teams, and other organic target acquisition assets to support the fire support plan and DST, and provide target damage reports.

4) Continually updates the field artillery plan.

l. Aviation brigade TOC:

1) Provides target acquisition, fire control, and CA with aviation assets.

2) Supports the fire support execution matrix with scout and attack helicopters and aerial observers.

3) Provides ammunition resupply to division fire support assets which cannot be provided in a timely manner by ground transportation.

4) Requests fire support.

m. MI battalion TOC commands and controls organic IEW assets in support of intelligence collection and offensive EW operations, and continually updates the electronic warfare support plan.

1) Ground surveillance radars (GSRs).

2) Communication intercept, location and jamming assets (ground and air).

3) LRSU.

4) Sensors.

22. **Division conducts battlefield update (METT-T based).** [ARTEP 6-300-1, Task 3-III-9-2; ARTEP 100-2, Task 3; FM 6-20, Chap 3; FM 71-100-2, Chap 2.]

a. G2 provides update of enemy situation.

b. G3 provides update of friendly situation.

c. DFSCOORD monitors and provides updates on the status of target acquisition assets, FA, and mortars to include type and quantity of ammunition available.

d. ALO provides updates status and availability of CAS and other USAF/USN/USMC air assets of interest to the division commander.

e. NGO updates status and availability of naval surface fires.

f. EWO and G2 update status of electronic warfare assets.

g. FSE provides update to division command group and supporting and subordinate FSEs to ensure that the fire support network maintains current picture of the division battle.

h. FSE provides updates on projected displacements of target acquisition and fire support assets and the impact on availability of fire support and the division battle.

i. Updates include success or failure of fire support previously executed based on reports from observers, BDA, and battlefield intelligence.

23. **Division conducts the decision making process under time contraints.** [ARTEP 71-100-MTP, Task 878-7-3033, 878-7-3035; FM 71-100, Chap 3; FM 71-100-2, Chap 2.]

NOTE: Planned fire support is executed as outlined in the fire support execution matrix and the DST. Targets of opportunity are attacked within the context of the fire support execution matrix and the scheme of maneuver. In the event that the fire support execution matrix and DST are determined to be invalid due to battlefield events and unanticipated enemy actions, the FSE accelerates fire support planning. Accelerated fire support planning is based on the development of new target lists and/or modifications to the current target list based on updated intelligence and changes to the division scheme of maneuver. New targets are incorporated into a modified or new fire support execution matrix to match targets to available fire support weapons systems. When possible, existing target lists and fire support execution matrices are modified to save time and minimize change.

a. FSE provides guidance, recommendations, and expertise on fire support to the commander during the decision making process. Understands commander's intent and immediately notifies him of events which indicate fire support plan is not going as he envisioned and recommends and/or takes corrective actions. Receives and acts on priorities for fire support.

b. FSE reviews and modifies fire support plan and fire support execution matrix to keep pace with the division battle and support unplanned battlefield events. Adds and deletes targets from the division target list based on coordination with G2 and G3 Operations, input from subordinate FSEs, and the division commander's guidance. Recommends changes to the DST and CCIR. Provides G2 new fire support related intelligence requirements and recommends changes to CCIR.

c. ALO, in coordination with NALO, determines available CAS and monitors immediate air requests to ensure that air strikes are not delivered on friendly forces or non-combatants and that CAS is supporting the commander's intent.

d. NGO determines availability of additional naval surface fires. Coordinates with CIC and SACC to support the division commander's intent and avoid fratricide.

e. Division commander assesses information provided by staff and announces decision(s).

f. Division commander's decision(s) are disseminated to higher, subordinate and adjacent FSEs and TOCs.

24. **Division consolidates and reorganizes.** [ARTEP 6-300-1, Task 3-III-9-1; ARTEP 71-100-MTP, Tasks 022-7-CG03, 012-7-1003, 010-7-4004; ARTEP 100-2, Task 7; FM 63-2, Chap 2.]

a. FSE obtains reports on status of fire support and target acquisition assets in the division from DivArty, brigade and Cav squadron FSEs, MI battalion, ALO, and NGO. Reports

status of division fire support assets to corps FSE. Monitors and assists efforts to fix, replace, resupply, and cross level battlefield fire support asset losses.

b. Fire support/target acquisition assets under division control are reorganized and redistributed.

c. Fire support is reprioritized to support consolidation.

d. FSE processes and coordinates fires in support of the division reorganization and consolidation (security operations).

e. FSE coordinates with division engineer and G3 to emplace FASCAM and GATOR mine fields in support of consolidation.

f. FSE conducts after action review (AAR) of fire support operations and participates in division and subordinate FSE AARs.

g. Division FSE begins planning and coordination for future operations.

BF Assessment Package

Trainers should use the "assessment package" to assist in measuring a division's ability to perform BF 15, Coordinate, Synchronize, and Integrate Fire Support. The main purpose of the package is to support training assessment through the organization of observations matched to measures of effectiveness and performance. This supports development of meaningful feedback to a division's commander, staff, and personnel. The assessment package is organized into a logical format for conducting AARs as follows.

Overall Assessment: A "macro" assessment is made of the division's ability to perform BF 15, emphasizing any superior performance. This puts the "bottom line" up front in the AAR for the assessed unit.

Asset Utilization: Seven tables based on measures of effectiveness and performance are used to capture how well assets are utilized given the commander's intent for deep, close, and rear battles.

Use of Division Fire Support Components: Tables 1-3 provide a measurement of whether or not targeting assets and weapons were used according to the commander's intent during the planning phase, preparation phase, and execution phase of the counterfire, deep, close, and rear battles. The counterfire battle is singled out in recognition of its importance to overall mission success. This information also provides indications to trainers of problems in the development of the commander's intent.

Acquisition of Targets and Execution of Fires: Tables 4-7 provide a measurement of the division's effectiveness in acquiring and engaging HPTs for the deep, close, and rear battles. This data enables trainers to provide feedback about acquisition planning and the execution process. The tables are formatted for ease of use by the division's personnel who can take this information, assess proficiencies, and pinpoint training issues.

Measures of Performance (Key Missions): A series of criteria scales provide a measurement of how well the division accomplished key fire support tasks for the deep, close, and rear battles. These are subjective measurements based on the judgement of expert trainers and are used to bring out key points for discussion during AARs.

Assessment Strategy: Four charts describe the four BF 15 outcomes and suggest where trainers should focus their observations (what to look for) and the locations where key activities can be observed (where to look). This component of the assessment package may also assist planning for major exercises since the focus of observer/trainers required are indicated.

Outcome Assessment: Assessment scales for each of the four outcomes required to accomplish the purpose of BF 15 are provided for trainers to use in giving feedback on how well the division performed each outcome, its components, and the associated BF 15 task elements within each component. These scales display key BF 15 tasks in an easy to understand format and in a logical AAR presentation format. Each outcome assessment is followed by a "process" section which provides more detail about the tasks enabling the outcome. These supporting tasks anchor the assessment to the task analysis. This detail allows trainers to provide precise diagnostic feedback and facilitates extracting information for the development of training to remediate the unit's demonstrated needs.

MISSION _____
DATE _____
UNIT _____

BF 15 - COORDINATE, SYNCHRONIZE, AND INTEGRATE FIRE SUPPORT AS PERFORMED BY A DIVISION

OVERALL ASSESSMENT

Purpose

The coordination, synchronization and integration of targeting assets, field artillery, armed aircraft, naval surface fires, electronic countermeasures and other lethal and non-lethal means against ground targets in support of division operations.

Did the division achieve the purpose? (Circle one:) Yes No

If the performance exceeded the standard, please describe any techniques that the division used to achieve superior performance. These are techniques that you think should be cited in the division AAR and, perhaps, relayed through lessons learned agencies to be shared with the rest of the Army:

ASSET UTILIZATION

The first three tables concern the effectiveness of targeting assets and weapons for each battle phase by type of battle. For each asset, indicate whether each component was used according to the commander's intent during Deep, Close, and Rear Battles.

Table 1. Use of Division Fire Support Components: **Planning Phase**

	Counterfire Battle			**Deep**			**Close**			**Rear**		
Targeting Assets												
Aerial												
- Utility Aircraft	Yes	No	N/A	Yes	No	N/A	Yes	No	N/A	Yes	No	N/A
- Special Electronic Mission Aircraft (SEMA)	Yes	No	N/A	Yes	No	N/A	Yes	No	N/A	Yes	No	N/A
- Observation and Utility Helicopters	Yes	No	N/A	Yes	No	N/A	Yes	No	N/A	Yes	No	N/A
- Unmanned Aerial Vehicles (UAVs)	Yes	No	N/A	Yes	No	N/A	Yes	No	N/A	Yes	No	N/A
- Joint Surveillance and Target Attack Radar System (JSTARS)	Yes	No	N/A	Yes	No	N/A	Yes	No	N/A	Yes	No	N/A
Ground Observers	Yes	No	N/A	Yes	No	N/A	Yes	No	N/A	Yes	No	N/A
- Combat Electronic Warfare and Intelligence (CEWI)	Yes	No	N/A	Yes	No	N/A	Yes	No	N/A	Yes	No	N/A
- Artillery Radar	Yes	No	N/A	Yes	No	N/A	Yes	No	N/A	Yes	No	N/A
Other	Yes	No	N/A	Yes	No	N/A	Yes	No	N/A	Yes	No	N/A
Weapons												
Close Air Support (CAS)	Yes	No	N/A	Yes	No	N/A	Yes	No	N/A	Yes	No	N/A
Air Interdiction (AI)	Yes	No	N/A	Yes	No	N/A	Yes	No	N/A	Yes	No	N/A

	Counterfire Battle			Deep			Close			Rear		
Field Artillery	Yes	No	N/A	Yes	No	N/A	Yes	No	N/A	Yes	No	N/A
Cannon	Yes	No	N/A	Yes	No	N/A	Yes	No	N/A	Yes	No	N/A
Rocket	Yes	No	N/A	Yes	No	N/A	Yes	No	N/A	Yes	No	N/A
Missiles	Yes	No	N/A	Yes	No	N/A	Yes	No	N/A	Yes	No	N/A
Naval Surface Fires	Yes	No	N/A	Yes	No	N/A	Yes	No	N/A	Yes	No	N/A
Armed Helicopters	Yes	No	N/A	Yes	No	N/A	Yes	No	N/A	Yes	No	N/A
Electronic Warfare	Yes	No	N/A	Yes	No	N/A	Yes	No	N/A	Yes	No	N/A
Other:	Yes	No	N/A	Yes	No	N/A	Yes	No	N/A	Yes	No	N/A

Table 2. Use of Division Fire Support Components: **Preparation Phase**

	Counterfire Battle			**Deep**			**Close**			**Rear**		
Targeting Assets												
Aerial												
- Utility Aircraft	Yes	No	N/A	Yes	No	N/A	Yes	No	N/A	Yes	No	N/A
- SEMA	Yes	No	N/A	Yes	No	N/A	Yes	No	N/A	Yes	No	N/A
- Observation and Utility Helicopters	Yes	No	N/A	Yes	No	N/A	Yes	No	N/A	Yes	No	N/A
- UAVs	Yes	No	N/A	Yes	No	N/A	Yes	No	N/A	Yes	No	N/A
- JSTARS	Yes	No	N/A	Yes	No	N/A	Yes	No	N/A	Yes	No	N/A
Ground Observers	Yes	No	N/A	Yes	No	N/A	Yes	No	N/A	Yes	No	N/A
- CEWI	Yes	No	N/A	Yes	No	N/A	Yes	No	N/A	Yes	No	N/A
- Artillery Radar	Yes	No	N/A	Yes	No	N/A	Yes	No	N/A	Yes	No	N/A
Other	Yes	No	N/A	Yes	No	N/A	Yes	No	N/A	Yes	No	N/A
Weapons												
CAS	Yes	No	N/A	Yes	No	N/A	Yes	No	N/A	Yes	No	N/A
AI	Yes	No	N/A	Yes	No	N/A	Yes	No	N/A	Yes	No	N/A
Field Artillery	Yes	No	N/A	Yes	No	N/A	Yes	No	N/A	Yes	No	N/A
Cannon	Yes	No	N/A	Yes	No	N/A	Yes	No	N/A	Yes	No	N/A
Rocket	Yes	No	N/A	Yes	No	N/A	Yes	No	N/A	Yes	No	N/A
Missiles	Yes	No	N/A	Yes	No	N/A	Yes	No	N/A	Yes	No	N/A
Naval Surface Fires	Yes	No	N/A	Yes	No	N/A	Yes	No	N/A	Yes	No	N/A
Armed Helicopters	Yes	No	N/A	Yes	No	N/A	Yes	No	N/A	Yes	No	N/A
Electronic Warfare	Yes	No	N/A	Yes	No	N/A	Yes	No	N/A	Yes	No	N/A
Other:	Yes	No	N/A	Yes	No	N/A	Yes	No	N/A	Yes	No	N/A

Table 3. Use of Division Fire Support Components: **Execution Phase**

	Counterfire Battle			**Deep**			**Close**			**Rear**		
Targeting Assets												
Aerial												
- Utility Aircraft	Yes	No	N/A	Yes	No	N/A	Yes	No	N/A	Yes	No	N/A
- SEMA	Yes	No	N/A	Yes	No	N/A	Yes	No	N/A	Yes	No	N/A
- Observation and Utility Helicopters	Yes	No	N/A	Yes	No	N/A	Yes	No	N/A	Yes	No	N/A
- UAVs	Yes	No	N/A	Yes	No	N/A	Yes	No	N/A	Yes	No	N/A
- JSTARS	Yes	No	N/A	Yes	No	N/A	Yes	No	N/A	Yes	No	N/A
Ground Observers	Yes	No	N/A	Yes	No	N/A	Yes	No	N/A	Yes	No	N/A
- CEWI	Yes	No	N/A	Yes	No	N/A	Yes	No	N/A	Yes	No	N/A
- Artillery Radar	Yes	No	N/A	Yes	No	N/A	Yes	No	N/A	Yes	No	N/A
Other	Yes	No	N/A	Yes	No	N/A	Yes	No	N/A	Yes	No	N/A
Weapons												
CAS	Yes	No	N/A	Yes	No	N/A	Yes	No	N/A	Yes	No	N/A
AI	Yes	No	N/A	Yes	No	N/A	Yes	No	N/A	Yes	No	N/A
Field Artillery	Yes	No	N/A	Yes	No	N/A	Yes	No	N/A	Yes	No	N/A
Cannon	Yes	No	N/A	Yes	No	N/A	Yes	No	N/A	Yes	No	N/A
Rocket	Yes	No	N/A	Yes	No	N/A	Yes	No	N/A	Yes	No	N/A
Missiles	Yes	No	N/A	Yes	No	N/A	Yes	No	N/A	Yes	No	N/A
Naval Surface Fires	Yes	No	N/A	Yes	No	N/A	Yes	No	N/A	Yes	No	N/A
Armed Helicopters	Yes	No	N/A	Yes	No	N/A	Yes	No	N/A	Yes	No	N/A
Electronic Warfare	Yes	No	N/A	Yes	No	N/A	Yes	No	N/A	Yes	No	N/A
Other:	Yes	No	N/A	Yes	No	N/A	Yes	No	N/A	Yes	No	N/A

ACQUISITION OF TARGETS AND EXECUTION OF FIRES

The next four tables concern acquisition of targets and execution of fires on HPTs for each type of battle. For each type of battle, list the HPTs identified. For each target, mark the description of the commander's intent: neutralize, suppress, or destroy, then mark whether a system was assigned to acquire the target, whether a redundant system was assigned, and whether the target was acquired. Finally circle the result of the engagement. If the target was not acquired, or if it was acquired but not engaged, or if the fire had no effect, circle None.

Table 4. Acquisition of Targets and Execution of Fires: **Counterfire Battle**.

(Write in HPT identification)	Primary Acquisition System?	Redundant Acquisition System?	Was Target Acquired?	Commander's Intent	Effect of Fires
HPT 1:	Yes No	Yes No	Yes No	Neut Sup Dest	Neut Sup Dest None
HPT 2:	Yes No	Yes No	Yes No	Neut Sup Dest	Neut Sup Dest None
HPT 3:	Yes No	Yes No	Yes No	Neut Sup Dest	Neut Sup Dest None
HPT 4:	Yes No	Yes No	Yes No	Neut Sup Dest	Neut Sup Dest None
HPT 5:	Yes No	Yes No	Yes No	Neut Sup Dest	Neut Sup Dest None
HPT 6:	Yes No	Yes No	Yes No	Neut Sup Dest	Neut Sup Dest None
HPT 7:	Yes No	Yes No	Yes No	Neut Sup Dest	Neut Sup Dest None
HPT 9:	Yes No	Yes No	Yes No	Neut Sup Dest	Neut Sup Dest None
HPT 10:	Yes No	Yes No	Yes No	Neut Sup Dest	Neut Sup Dest None
HPT 11:	Yes No	Yes No	Yes No	Neut Sup Dest	Neut Sup Dest None

Table 5. Acquisition of Targets and Execution of Fires: **Deep Battle**

(Write in HPT identification)	Commander's Intent	Primary Acquisition System?	Redundant Acquisition System?	Was Target Acquired?	Effect of Fires
HPT 1:	Neut Sup Dest	Yes No	Yes No	Yes No	Neut Sup Dest None
HPT 2:	Neut Sup Dest	Yes No	Yes No	Yes No	Neut Sup Dest None
HPT 3:	Neut Sup Dest	Yes No	Yes No	Yes No	Neut Sup Dest None
HPT 4:	Neut Sup Dest	Yes No	Yes No	Yes No	Neut Sup Dest None
HPT 5:	Neut Sup Dest	Yes No	Yes No	Yes No	Neut Sup Dest None
HPT 6:	Neut Sup Dest	Yes No	Yes No	Yes No	Neut Sup Dest None
HPT 7:	Neut Sup Dest	Yes No	Yes No	Yes No	Neut Sup Dest None
HPT 9:	Neut Sup Dest	Yes No	Yes No	Yes No	Neut Sup Dest None
HPT 10:	Neut Sup Dest	Yes No	Yes No	Yes No	Neut Sup Dest None
HPT 11:	Neut Sup Dest	Yes No	Yes No	Yes No	Neut Sup Dest None

Table 6. Acquisition of Targets and Execution of Fires: **Close Battle**

(Write in HPT identification)	Primary Acquisition System?	Redundant Acquisition System?	Was Target Acquired?	Commander's Intent	Effect of Fires
HPT 1:	Yes No	Yes No	Yes No	Neut Sup Dest	Neut Sup Dest None
HPT 2:	Yes No	Yes No	Yes No	Neut Sup Dest	Neut Sup Dest None
HPT 3:	Yes No	Yes No	Yes No	Neut Sup Dest	Neut Sup Dest None
HPT 4:	Yes No	Yes No	Yes No	Neut Sup Dest	Neut Sup Dest None
HPT 5:	Yes No	Yes No	Yes No	Neut Sup Dest	Neut Sup Dest None
HPT 6:	Yes No	Yes No	Yes No	Neut Sup Dest	Neut Sup Dest None
HPT 7:	Yes No	Yes No	Yes No	Neut Sup Dest	Neut Sup Dest None
HPT 9:	Yes No	Yes No	Yes No	Neut Sup Dest	Neut Sup Dest None
HPT 10:	Yes No	Yes No	Yes No	Neut Sup Dest	Neut Sup Dest None
HPT 11:	Yes No	Yes No	Yes No	Neut Sup Dest	Neut Sup Dest None

Table 7. Acquisition of Targets and Execution of Fires: **Rear Battle**

(Write in HPT identification)	Primary Acquisition System?	Redundant Acquisition System?	Was Target Acquired?	Commander's Intent	Effect of Fires
HPT 1:	Yes No	Yes No	Yes No	Neut Sup Dest	Neut Sup Dest None
HPT 2:	Yes No	Yes No	Yes No	Neut Sup Dest	Neut Sup Dest None
HPT 3:	Yes No	Yes No	Yes No	Neut Sup Dest	Neut Sup Dest None
HPT 4:	Yes No	Yes No	Yes No	Neut Sup Dest	Neut Sup Dest None
HPT 5:	Yes No	Yes No	Yes No	Neut Sup Dest	Neut Sup Dest None
HPT 6:	Yes No	Yes No	Yes No	Neut Sup Dest	Neut Sup Dest None
HPT 7:	Yes No	Yes No	Yes No	Neut Sup Dest	Neut Sup Dest None
HPT 9:	Yes No	Yes No	Yes No	Neut Sup Dest	Neut Sup Dest None
HPT 10:	Yes No	Yes No	Yes No	Neut Sup Dest	Neut Sup Dest None
HPT 11:	Yes No	Yes No	Yes No	Neut Sup Dest	Neut Sup Dest None

MEASURES OF PERFORMANCE

Rate how well the division accomplished the following:

Counterfire Battle

		0	1	2	3	4
1.	Fire support assets were immediately available to place fires on enemy fire support means as soon as they were identified.	Not At All	Poorly	Somewhat	Sufficiently	Completely
2.	Fires were planned to support the counterfire battle.	Not At All	Poorly	Somewhat	Sufficiently	Completely
3.	Fire support means were allocated to support the counterfire battle.	Not At All	Poorly	Somewhat	Sufficiently	Completely
4.	Fire support measures were adequate to enhance flexibility and avoid fratricide during the counterfire battle.	Not At All	Poorly	Somewhat	Sufficiently	Completely
5.	Acquisition means were identified and allocated to support the counterfire battle.	Not At All	Poorly	Somewhat	Sufficiently	Completely
6.	Fires supporting the counterfire battle were executed IAW corps commander's priorities and intent for fires.	Not At All	Poorly	Somewhat	Sufficiently	Completely
7.	Battle damage assessments for the counterfire battle were accurate and timely.	Not At All	Poorly	Somewhat	Sufficiently	Completely
8.	Retargeting was accomplished as required.	Not At All	Poorly	Somewhat	Sufficiently	Completely

Deep Battle

1.	Fires were planned to support the deep battle.	0 Not At All	1 Poorly	2 Somewhat	3 Sufficiently	4 Completely
2.	Fire support means were allocated to support the deep battle.	0 Not At All	1 Poorly	2 Somewhat	3 Sufficiently	4 Completely
3.	Fire support measures were adequate to enhance flexibility and avoid fratricide during the deep battle.	0 Not At All	1 Poorly	2 Somewhat	3 Sufficiently	4 Completely
4.	Acquisition means were identified and allocated to support the deep battle.	0 Not At All	1 Poorly	2 Somewhat	3 Sufficiently	4 Completely
5.	Fires supporting the deep battle were executed IAW division commander's priorities and intent for fires.	0 Not At All	1 Poorly	2 Somewhat	3 Sufficiently	4 Completely
6.	Battle damage assessments for the deep battle were accurate and timely.	0 Not At All	1 Poorly	2 Somewhat	3 Sufficiently	4 Completely
7.	Retargeting was accomplished as required.	0 Not At All	1 Poorly	2 Somewhat	3 Sufficiently	4 Completely

Close Battle

1.	Fire support was immediately responsive to the forces in contact.	0 Not At All	1 Poorly	2 Somewhat	3 Sufficiently	4 Completely
2.	Fire support was synchronized with the scheme of maneuver.	0 Not At All	1 Poorly	2 Somewhat	3 Sufficiently	4 Completely
3.	Fire support measures were adequate to enhance flexibility and avoid fratricide during the close battle.	0 Not At All	1 Poorly	2 Somewhat	3 Sufficiently	4 Completely
4.	Acquisition means were identified and allocated to support the close battle.	0 Not At All	1 Poorly	2 Somewhat	3 Sufficiently	4 Completely
5.	Fires supporting the close battle were executed IAW division commander's priorities and intent for fires.	0 Not At All	1 Poorly	2 Somewhat	3 Sufficiently	4 Completely
6.	Fire support was sustained throughout the close battle.	0 Not At All	1 Poorly	2 Somewhat	3 Sufficiently	4 Completely
7.	Battle damage assessments for the close battle were accurate and timely.	0 Not At All	1 Poorly	2 Somewhat	3 Sufficiently	4 Completely
8.	Retargeting was accomplished as required.	0 Not At All	1 Poorly	2 Somewhat	3 Sufficiently	4 Completely

1.	Designated fire support assets were available for rear area fire support.	0 Not At All	1 Poorly	2 Somewhat	3 Sufficiently	4 Completely
2.	Fires were planned for the rear area.	0 Not At All	1 Poorly	2 Somewhat	3 Sufficiently	4 Completely
3.	Observers were designated for rear area targets.	0 Not At All	1 Poorly	2 Somewhat	3 Sufficiently	4 Completely
4.	A fire support agency was designated to coordinate and execute fires in the rear.	0 Not At All	1 Poorly	2 Somewhat	3 Sufficiently	4 Completely
5.	Acquisition means were identified and allocated to support the rear battle.	0 Not At All	1 Poorly	2 Somewhat	3 Sufficiently	4 Completely
6.	Fire control measures were adequate to enhance flexibility and avoid fratricide during the rear battle.	0 Not At All	1 Poorly	2 Somewhat	3 Sufficiently	4 Completely
7.	Fires supporting the rear battle were executed IAW division commander's priorities and intent for fires.	0 Not At All	1 Poorly	2 Somewhat	3 Sufficiently	4 Completely
8.	Battle damage assessments for the rear battle were accurate and timely.	0 Not At All	1 Poorly	2 Somewhat	3 Sufficiently	4 Completely
9.	Retargeting was accomplished as required.	0 Not At All	1 Poorly	2 Somewhat	3 Sufficiently	4 Completely

ASSESSMENT STRATEGY

OUTCOME	LOCATION AND FOCUS FOR ASSESSMENT
Outcome I: Division fire support plan effectively integrates all target acquisition means and indirect fire systems to support the division scheme of maneuver, facilitate future operations and provide the commander flexibility.	•During planning phase, with DFSCOORD, G3, and G2 to assess preparation of HPT matrix. •During planning phase, with division staff to assess war gaming and COA development of fire support. •During planning phase, with DFSCOORD and FSE at the main CP to assess writing of Paragraph 3(a) of OPORD. •During planning phase, with G3, DFSCOORD, and FSE at main CP to assess overall planning of rear area fire support operations and to determine whether OPORD contents reflect commander's intent and integration of fires as determined during war gaming and COA analysis. •At OPORD dissemination and operation briefings to observe changes suggested. •At division rehearsals to observe integration measures and to record changes suggested. •During preparation phase, at main CP to observe integration of changes from rehearsals, bottom-up refinements, and operation briefings. •During execution phase, with DFSCOORD and FSE to monitor operations and to identify successes and problems with integration of targeting means and fire support systems.

OUTCOME	LOCATION AND FOCUS FOR ASSESSMENT
Outcome II: All target acquisition assets are positioned to observe, process, and as appropriate, control indirect fire support missions on named areas of interest (NAIs), targeted areas of interest (TAIs), and preplanned targets.	•At division rehearsals to observe rehearsal of target acquisition assets. •During preparation and execution phases, with DFSCOORD to assess integration of target acquisition, survey, and support assets into plans of subordinate units. •At main CP to verify that positioning of acquisition assets are in accordance with the fire support plan. •During planning and execution phases, with DFSCOORD to assess communications status with target acquisition assets. •With target acquisition assets to determine if their positions meet the division commander's intent.
Outcome III: The division FSE coordinates continuously with all fire support assets in order to insure their fires are thoroughly integrated, synchronized, and effectively delivered to support the division scheme of maneuver and commander's intent.	•With FSE to assess the following actions: --Dissemination of changes to higher, lower, adjacent, and joint fire support planners. --Monitoring of division artillery and maneuver unit operational planning and status. --Synchronization of fires in accordance with commander's intent. --Targeting of HPTs, preplanned targets, NAIs, and TAIs. --Clearance of fires, monitoring of movement, adjustment of HPTs, and modifications to the plan. •With division G3 planning cell to verify they meet regularly (at least daily) with targeting team to select HPTs and develop attack guidance and target lists. •At main CP to assess liaison conducted with higher, adjacent, and supported and supporting elements. •With targeting assets, maneuver brigades, and OPFOR to determine effectiveness of fires.

OUTCOME	LOCATION AND FOCUS FOR ASSESSMENT
Outcome IV: Fires are delivered in such a manner that fratricide, collateral damage and noncombatant casualties do not occur.	•With FSE to assess the following factors: --Fire control measures are included in the planning and issuing of the OPORD/FRAGO. --Ongoing coordination with subordinate and adjacent units regarding fire control measures. --Dissemination of ROE. •With ALO, NGO, and NALO to assess dissemination of fire control measures and target changes to friendly elements. •With G5 to verify that built up areas and locations of noncombatants are identified. •With targeting team to assess whether ROE are known and followed. •With maneuver brigades to assess execution of control measures and incidents of fratricides. •With maneuver brigade to assess brigade rules of engagement and restrictive fire control measures and IFF procedures. •With aviation brigade to assess rules of engagement and restrictive fire control measures and IFF procedures.

ASSESSMENT SCALE OVERVIEW

Whenever the unit's performance must be rated with respect to an outcome or component of an outcome, the rating should be on the scale Adequate, Marginal, Not Adequate, defined below. Whenever these ratings are required, the outcome (or component) will be framed in a box with the rating scale, as in this example:

OUTCOME I: Division fire support plan effectively integrates all target acquisition means and indirect fire systems to support the division scheme of maneuver, facilitate future operations and provide the commander flexibility.	Adequate	Marginal	Not Adequate

In each case, circle the appropriate rating, using the scale below for guidance:

Adequate	**Marginal**	**Not Adequate**
↓	↓	↓
The unit can successfully accomplish the outcome to standard. Outcome is accomplished with no significant shortcomings.	The unit can successfully accomplish the outcome with some shortcomings.	The unit cannot accomplish the outcome to standard.

OUTCOME ASSESSMENT

Outcome I: Division fire support plan effectively integrates all target acquisition means and field artillery systems to support the division scheme of maneuver, facilitate future operations and provide the commander flexibility.

Assessment Statements:

Component A: Division fire support plan effectively integrates all target acquisition means.	Adequate	Marginal	Not Adequate

- Fire support plan includes ground-based and air-based target acquisition systems from the following sources:
  - Units within the division.
  - Assets at corps and higher.
  - Adjacent units.

- Fire support plan joins target acquisition means to target delivery systems for all HPTs.

Component B: Division fire support plan integrates indirect fires according to scheme of maneuver and commander's intent.	Adequate	Marginal	Not Adequate

- Indirect fires are included in paragraph 3a(2) (Fires) portion of the OPORD:
  - Outlines how indirect fires are integrated with division scheme of maneuver by area, time, and event.
  - Designates which maneuver units have priority of indirect fires.
  - Establishes priority for the use of indirect fires by phase.
  - Control measures are outlined.

Component C: Division fire support plan provides for future flexibility.	Adequate	Marginal	Not Adequate

- The fire support plan includes:
  - 'On order' missions
  - Controlled supply rates (CSR)
  - Task organizations and missions
  - Command relationships such as DS, attached DS, and operational
  - Priorities for fires

PROCESS

Outcome I: Division fire support plan effectively integrates all target acquisition means and indirect fire systems to support the division scheme of maneuver, facilitate future operations and provide the commander flexibility.

Task Elements

Component A: Division fire support plan effectively integrates all target acquisition means.

5f FSE coordinates with staff agencies during COA development to synchronize and integrate fire support.

6b Each element of FSE participates in the war gaming sessions and provides expertise on synchronization and integration of fire support.

6e The positioning plan for target acquisition assets is developed to support each COA.

6f FSE ensures that fire support assets are integrated in terms of systems, numbers, munitions, and attack duration to achieve the desired battlefield effect and are synchronized to support the division commander's intent, the scheme of maneuver and the direct fire battle.

8a FSE ensures that the division commander's intent for ground indirect fires, CAS, naval surface fires, EW, and target acquisition is included in the order.

Component B: Division fire support plan integrates indirect fires according to scheme of maneuver and commander's intent.

3a Division commander issues initial guidance.

4b FSE states requirements for positioning of target detection and indirect fire support assets.

5b FSE initiates estimate based on commander's intent and scheme of maneuver, guidance from corps, and Mission, Enemy, Terrain, Troops, and Time Available (METT-T).

5g7 FSE develops a fire support concept for each COA which plans for employment of fire support throughout the depth of the division's area of operations (deep, close, rear) on known and suspected targets, including harassing and interdicting (H&I) fires. Plans for coordination of attack outside the AO.

7a FSE maintains notes on commander's decision as it affects the employment of fire support and the command/support relationship.

7b Commander's decision provides the basis for integration and synchronization of the fire support plan.

7c Division commander articulates fire support (CAS, artillery, naval surface fires, EW, Army aviation fires), prioritization of support, targets, and desired effects in support of the selected COA.

Component C: Division fire support plan provides for future flexibility.

5d3 Considerations to synchronize fire support for each COA include positioning artillery in depth, dispersing target acquisition elements, and providing quick fire channels of communication and non-restrictive fire support measures.

5g9 FSE enhances flexibility and synchronization of fire support by designating non-restrictive fire coordination measures, e.g., kill zones and free fire areas.

5g11 FSE establishes and allocates changes in fire support organization, priority targets by weapons system(s) and desired effects, priority of fires by weapons system, timing of shifts in fire support organization and priorities, target acquisition and weapons systems for each battlefield event which requires fire support.

5g13 FSE portrays primary, alternate and projected firing and target acquisition positions and considers terrain management with maneuver units, communications and retrans requirements.

6e1 Placement and employment of target acquisition assets are a joint effort involving G2, DFSCOORD, ALO, NGO, aviation officer, EWO, DivArty, aviation brigade, maneuver brigades, cavalry squadron, and the MI battalion.

8d Fire support annex, appendices, matrices, and overlays:

8d6 a. Include the division field artillery support plan, EW support plan, air support plan, naval surface fires support plan, attack helicopter support plan, and project changes based on tactical contingencies in the OPORD.

8d13 b. Identify controlled supply rates (CSR).

10c Fire support plan is modified and refined as the status and location of target acquisition, artillery, CAS, Army aviation, naval surface fires, and IEW assets and units change. Fire support plan must provide acquisition and attack alternatives if the primary means become unavailable or unusable as a result of weather or enemy action.

12e ALO advises division commander through G3 (Air) regarding CAS implementation. Takes into account weather, terrain, enemy, and access to targets.

OUTCOME ASSESSMENT

Outcome II: All target acquisition assets are positioned to observe, process and control indirect fire support missions on named areas of interest (NAIs), targeted areas of interest (TAIs), HPTs, and preplanned targets.

Assessment Statements:

Component A: All target acquisition assets are positioned to observe, process and control indirect fires on NAIs and TAIs.	Adequate Marginal Not Adequate
Component B: Target acquisition assets are alerted to and positioned to observe, process and control indirect fires on HPTs.	Adequate Marginal Not Adequate
Component C: All target acquisition assets are positioned to observe, process and control preplanned targets.	Adequate Marginal Not Adequate

PROCESS

Outcome II: All target acquisition assets are positioned to observe, process and control indirect fire support missions on named areas of interest (NAI), targeted areas of interest (TAI), HPTs, and preplanned targets.

Task Elements

1b2 While planning for next mission, division FSE maintains and evaluates location and status of friendly fire support units and systems.

3b2 While planning for next mission, division FSE identifies HVTs in coordination with division targeting team and prepares target list.

3b5 While planning for next mission, division FSE repositions target acquisition and indirect fire means to support commander's intent to include support for the deep, close, rear and counterfire battles.

3b6 Division FSE coordinates with adjacent units to avoid gaps in coverage.

4b FSE states requirements for positioning of target detection and indirect fire support assets.

5b15 FSE coordinates availability of cross-boundary fire support and target acquisition coverage with adjacent units.

5f1d FSE, with G2, determines availability of divisional, corps, and EAC reconnaissance, surveillance and target acquisition (RSTA) assets to assist in target acquisition.

5g13 FSE develops a fire support concept for each COA which portrays primary, alternate, and projected firing and target acquisition positions and considers terrain management with maneuver units, communications and retransnission requirements.

6e1 Placement and employment of target acquisition assets are a joint effort involving G2, DFSCOORD, ALO, NGO, aviation officer, EWO, DivArty, aviation brigade, maneuver brigades, cavalry squadron, and the MI battalion.

8a FSE ensures that the division commander's intent for ground indirect fires, CAS, naval surface fires, EW, and target acquisition is included in the order.

8d Fire support annex, appendices, matrices, and overlays:

8d7 a. Provide for positioning and utilization of target acquisition assets. A sensor/attack matrix may be used to ensure coverage and attack of each HPT.

8d8 b. Include target list outlining location, description, target size or altitude, identification of danger close targets and detailing targets assigned for artillery, CAS, Army aviation, naval surface fires, and EW.

9a4 DFSCOORD briefs the use of Army aviation to acquire targets, attack point targets, provide suppressive fires, observe fires, and move fire support and targeting assets.

9b ALO briefs CAS and AI.

9c EWO briefs electronic warfare support plan.

10c Fire support plan is modified and refined as there are changes to the status and location of supported units, and target acquisition, artillery, CAS, Army aviation, naval surface fires, and IEW assets. Fire support plan must provide acquisition and attack alternatives if the primary means become unavailable or unusable as a result of weather or enemy action.

10g FSE and subordinate fire planners continue coordination to ensure the various components of the fire support system are protected from enemy action.

11b FSE tracks the status of fire support preparations and brief as required:

11b2 a. Artillery organization for combat.

11b3 b. Artillery and target acquisition assets' location and status.

11b4 c. Location and status of all fire support assets.

12c FSE ensures target acquisition assets and artillery are positioned to provide long range fires in support of the security force.

12h FSE, division engineer, and DivArty monitor survivability measures for target acquisition assets and artillery firing positions.

12j ADCOORD coordinates point air defense coverage for critical target acquisition assets (e.g., counter mortar and counter battery radars), weapons systems, and ASPs.

13b FSE monitors status of fire support preparations.

15c Rehearsal should cover acquisition, observation, timing, and attack of HPTs.

15d Rehearsal includes positioning and displacement plan for fire support assets to include target acquisition systems.

17b FSE coordinates with adjacent and supporting units to determine and, if possible, eliminate gaps in counter battery or counter mortar radar coverage.

19e FSE recommends and/or directs changes in locations and/or missions of target acquisition assets.

21k3 DivArty TOC positions observers, COLT teams and other target acquisition assets to support the fire support plan and DST and provide target damage reports.

24a FSE obtains reports on status of fire support and target acquisition assets in the division from DivArty, brigade, and cavalry squadron FSEs, MI battalion, ALO, and NGO. Reports status of division fire support assets to corps FSE. Monitors and assists efforts to fix, replace, and resupply and cross level battlefield fire support/target acquisition asset losses.

OUTCOME ASSESSMENT

Outcome III: The division FSE coordinates continuously with all fire support assets in order to insure their fires are thoroughly integrated, synchronized, and effectively delivered to support the division scheme of maneuver within the commander's intent.

Assessment Statements:

Component A: The division FSE continuously coordinates with all fire support assets.	Adequate	Marginal	Not Adequate

Division FSE continuously coordinates with:
- Division targeting team - Target execution updates and target list changes.
- ALO - CAS employment (includes JAAT and SEAD operations and status).
- NGO - Naval surface fires.
- EWO and MI battalions - Electronic warfare.
- Division aviation officer - Air assault, observation, and direct fires.
- DivArty- Artillery fires.
- Division engineer - FASCAM and obstacle coverage.
- ADCOORD - Air Defense status and operations.
- Division chemical officer - Smoke operations.
- Brigade FSOs - Close battle requirements and status.
- Corps BCE - Deep battle requirements and status.
- Corps DOCC - Deep battle requirements and status.
- CIC - Combat information and deep and close battle requirements.
- Rear CP - Fires needed in the rear.

Component B: Fires support the division scheme of maneuver within the commander's intent.	Adequate	Marginal	Not Adequate

•FSE keeps the fire support execution matrix, situation maps, and DST current by continuously updating with new targets and targets which have been executed.

•Fires are continuously integrated and synchronized according to METT-T.

•Targets are neutralized, suppressed, or destroyed throughout the battle within the commander's intent.

•Maneuver units are continuously supported during the battle.

•FSE continuously communicates with fire support assets, higher, adjacent and subordinate units to track location, relevance and size of targets.

PROCESS

Outcome III: The division FSE coordinates continuously with all fire support assets in order to insure their fires are thoroughly integrated, synchronized, and effectively delivered to support the division scheme of maneuver within the commander's intent.

Task Elements

Component A: The division FSE continuously coordinates with all fire support assets.

1b2 Upon receipt of corps warning order, FSE alerts DivArty and subordinate fire support planners including CAS, naval surface fires, electronic warfare, and Army aviation.

3b8 During mission analysis, FSE continues to evaluate effects of fires on ongoing fire support.

5b9 FSE coordinates with DivArty to determine field artillery planning considerations, e.g., status, availability, and location of units.

5b10 FSE coordinates with division engineer to determine location and status of obstacles to include requirements for FASCAM and air delivered mines, availability of engineer support for survivability tasks, and condition of lines of communication in battle area.

7d DivArty, corps Arty, MI battalion, and other subordinate fire support planners are notified of commander's decision.

10j Division FSE refines and coordinates sequencing and timing of the attack of HPTs by ground indirect fire, CAS, Army aviation, naval surface fires, and EW.

10l FSE provides fire support plans and continuously coordinates firing battery locations and significant intensities of fire with the A^2C^2 element.

10m Division signal officer, FSE and DivArty refine communications and retransmission requirements to ensure an effective and redundant fire support net.

10p FSE continues to track, coordinate, synchronize, and integrate fires in support of current division operations as the plan is refined.

13c Division FSE monitors status of DivArty and maneuver unit operational planning

16d FSE disseminates refinements and modifications to the fire support plan to higher, lower and adjacent fire support elements and the division staff.

17d FSE ensures that division liaison officers are knowledgeable and current on all aspects of the division fire support plan. Provides periodic fire support updates to liaison officers from other headquarters.

18b FSE maintains communications with supporting and supported units to process and control fire support. Ensures that battlefield information is disseminated internally within the division and externally to corps FSE.

19a FSE processes information on subordinate units and dispositions to track the flow of battle.

19d G2 requests information and develops BDA as required to track the battle.

19f FSE requests and directs munitions effects assessments as required to monitor effects of fires.

19g FSE coordinates with division staff, corps FSE, and subordinate units to gain information concerning battlefield events and the flow of battle.

21b FSE processes and coordinates division attack of targets.

21d FSE continues to monitor the battle through:
21d1 a. SPOTREPs and SITREPs.
21d2 b. Interstaff coordination.
21d3 c. Monitoring communications channels.
21d4 d. Munitions effects assessments and BDA.

21f2 FSE updates corps FSE on division unit locations, dispositions, activities, BDA, and the tactical situation.

22g FSE provides updates to division command group and to supporting and subordinate FSEs to ensure fire support network maintains current picture of the division battle.

24a FSE obtains reports on status of fire support assets in the division from DivArty, brigade and Cav squadron FSEs, MI battalion, ALO. and NGO. Reports status of division fire support assets to corps FSE. Monitors and assists efforts to fix, replace, resupply, and cross level battlefield fire support asset losses.

24d FSE processes and coordinates fires in support of the division reorganization and consolidation (security operations).

24e FSE coordinates with division engineer and G3 to emplace FASCAM and Gator mine fields in support of consolidation.

Component B: Fires support the division scheme of maneuver within the commander's intent.

10j Division FSE refines and coordinates sequencing and timing of the attack of HPTs by ground indirect fire, CAS, Army aviation, naval surface fires, and EW.

10k JAAT and SEAD operations are planned and coordinated by FSE, DivArty, aviation brigade, ANGLICO SALT and FCT teams, and TACPs.

10l FSE provides fire support plans and continuously coordinates firing battery locations and significant intensities of fire to the A^2C^2 element.

13a Division G3 planning cell meets periodically (usually daily) with targeting team members to validate HPTs and attack guidance and modify target lists based on METT-T analysis and BDA.

13c Division FSE monitors status of DivArty and maneuver unit operational planning.

14a FSE members (DFSCOORD, ALO, aviation officer, EWO, NGO, and NALO) visit maneuver brigades, including aviation brigade, DivArty and MI battalion to monitor mission preparation and ensure dissemination, understanding and adequacy of the fire support plan.

16c FSE ensures fire support refinements and modifications support the division scheme of maneuver. Assists subordinate units in resolving potential movement and terrain management conflicts.

19a FSE processes information on subordinate units and dispositions to track the flow of battle.

19g FSE coordinates with division staff, corps FSE, and subordinate units to gain information concerning battlefield events and the flow of battle.

20f FSE anticipates fire support requirements of the battle and expeditiously responds to changes in the division commander's guidance and intent for fire support.

20g FSE coordinates fire support actions as the battle progresses.

20h FSE inputs to division FRAGOs to change priorities, missions, and tasks for supporting fire support assets.

20i The division commander ensures that the division maneuver and fire support plans support the corps commander's intent as the battle continues. He keeps the corps commander informed of the dynamics and progress of the division battle and requests or releases corps fire support assets as he evaluates the situation.

21a G2 Operations, G3 Operations, and DFSCOORD act as the division targeting cell. Coordinate with TAC and rear CP and synchronize changes to the targeting effort as it is being executed.

21c FSE ensures fires are synchronized and integrated with the division maneuver by:

21c2 a. Coordinating with division G3, DivArty and maneuver unit FSEs to integrate artillery fires with maneuver.

21c3 b. Coordinating with division G3, subordinate maneuver brigades, DivArty, ALO, NGO, and NALO to integrate CAS and naval surface fires into the fight and synchronize their delivery with artillery fires, electronic warfare and Army aviation attack operations.

21c4 c. Coordinating the time of delivery and duration of offensive electronic warfare (e.g., jamming) to support attacks by lethal systems and division maneuver.

21c6 d. Coordinating the attack of the enemy's fire support means, reserves, and those formations impeding division maneuver.

21d FSE continues to monitor the battle through:

21d1 a. SPOTREPS and SITREPS.

21d2 b. Interstaff coordination.

21d3 c. Monitoring communications channels.

21d4 d. Munitions effects assessments and BDA.

21f The division FSE coordinates with corps FSE and, as appropriate, adjacent FSEs. Purpose:

21f1 a. Attack of targets outside the division sector.
21f2 b. Update corps FSE on division unit locations, dispositions, activities, CA, and the tactical situation.
21f3 c. Request additional fire support in support of division maneuver.

21j Maneuver brigade and cavalry squadron FSEs:
21j2 a. Maintain communications with subordinate FSEs and target acquisition assets.
21j3 b. Coordinate fire support on targets of opportunity.
21j4 c. Provide munition effects assessments and report the impact of fire support on the scheme of maneuver to division command group, G2, G3, and FSE.

23b FSE reviews and modifies fire support plan and fire support execution matrix to keep pace with the division battle and support unplanned battlefield events. Adds and deletes targets from the division target list based on coordination with G2 and G3 Operations, input from subordinate FSEs, and the division commander's guidance. Recommends changes to the DST and CCIR. Provides G2 new fire support related intelligence requirements and recommends changes to CCIR.

23f Division commander's decisions are disseminated to higher, subordinate and adjacent FSEs and TOCs.

OUTCOME ASSESSMENT

Outcome IV: Fires are delivered in such a manner that fratricide, collateral damage and noncombatant casualties do not occur.

Assessment Statements

Component A: Fratricide does not occur.	Adequate	Not Adequate
Component B: Collateral damage is minimized.	Adequate	Not Adequate
Component C: Noncombatant casualties do not occur.	Adequate	Not Adequate

PROCESS

Outcome IV: Fires are delivered in such a manner that fratricide, collateral damage and noncombatant casualties do not occur.

Task Elements

Component A: Fratricide does not occur.

1b2 Division FSE maintains and evaluates location and status of friendly fire support units and systems. Alerts DivArty and subordinate fire support planners including CAS, naval surface fires, electronic warfare, and Army aviation.

3b6 Division FSE coordinates with adjacent units to avoid gaps in coverage and eliminate possibility of fratricide.

4e FSE includes special instructions on rules of engagement, fire support communications, A^2C^2, and logistic support.

5i3 Fire support for the deep battle accounts for friendly elements in the enemy's rear, e.g., SOF and long range surveillance units.

8d8 Fire support annex, appendices, matrices, and overlays include target list outlining location, description, target size or altitude, identification of danger close targets, and detailing targets assigned for artillery, CAS, Army aviation, naval gunfire, and EW.

9a5 DFSCOORD briefs fire control measures.

10n FSE continually disseminates changes to fire support plan and unit locations to higher, lower, adjacent and supporting joint fire support planners.

12f ALO and NGO determine relative location of friendly forces to CAS and naval surface fire targets and ensure that Air Operations Center (AOC), TACPs, ANGLICO elements and appropriate naval fire support nodes are informed, e.g., DS and GS ships and supporting arms coordination center (SACC).

14a FSE members (DFSCOORD, ALO, aviation officer, EWO, NGO, and NALO) visit maneuver brigades (including aviation brigade), DivArty, and MI battalion to monitor mission preparation and ensure dissemination, understanding and adequacy of the fire support plan.

15e Measures to prevent fratricide, nonessential collateral damage, and noncombatant casualties are rehearsed, to include fire support coordination measures, rules of engagement, A^2C^2, and identification, friend or foe (IFF) procedures.

18b FSE maintains communications with supporting and supported units to process and control fire support. Ensures battlefield information is disseminated internally with the division and externally to corps/JTF FSE.

21b7 FSE ensures all A^2C^2 elements are kept current on fire support operations.

21f The division FSE coordinates with corps FSE and, as appropriate, adjacent FSEs. Purpose:
21f1 a. Attack of targets outside the division sector.
21f2 b. Update corps FSE on division unit locations, dispositions, activities, BDA, and the tactical situation.

21g FSE conducts clearance of fires to ensure fires are not directed against friendly forces or noncombatants.

21h ALO and NGO inform AOC and supporting combat information centers (CICs) of ground tactical situation.

23c ALO, in coordination with NALO, determines available CAS and monitors immediate air requests to ensure that air strikes are not delivered on friendly forces or noncombatants and that CAS is supporting the commander's intent.

23d NGO determines availability of additional naval surface fires. Coordinates with CIC and SACC to avoid fratricide and to support the division commander's intent.

Component B: Collateral damage is minimal.

4d FSE outlines permissive and restrictive fire control measures.

5f4a FSE coordinates with G5 on locations of inhabited areas and significant historic, cultural, and religious structures.

Component C: Noncombatant casualties do not occur.

4d FSE outlines permissive and restrictive fire control measures.

5f4a FSE coordinates with G5 on locations of inhabited areas and significant historic, cultural, and religious structures.

5f4b FSE coordinates with G5 on movements of refugees and other non-combatants.

References

This component identifies the references and sources used by the author to develop the BF Task List. The component provides users with sources for further information.

FMs

FM 1-100	Doctrinal Principles for Army Aviation in Combat Operations, Feb 89
FM 1-103	Airspace Management and Army Air Traffic Control in a Combat Zone, Aug 90
FM 5-33	Terrain Analysis, Jul 90
FM 6-20	Fire Support in the Air Land Battle, May 88
FM 6-20-10	Tactics, Techniques, and Procedures for the Targeting Process, May 96
FM 6-20-30	Fire Support for Corps and Division Operations, Oct 89
FM 34-1	Intelligence and Electronic Warfare Operations, Sep 94
FM 34-2	Collection Management and Synchronization Planning, Mar 94
FM 34-3	Intelligence Analysis, Mar 90
FM 34-10	Division Intelligence and Electronic Warfare Operations, Nov 86
FM 34-130	Intelligence Preparation of the Battlefield, Jul 94
FM 63-2	Division Support Command: Armored, Infantry and Mechanized Infantry Divisions, May 91
FM 71-100	Division Operations, Jun 90
FM 71-100	Division Operations (Approved Final Draft), Jun 95
FM 71-100-2	Infantry Division Operations: Tactics, Techniques and Procedures, Aug 93
FM 90-14	Rear Battle, Jun 85
FM 90-15	Multi-Service Procedures for the Joint Suppression of Enemy Air Defenses, Jun 90

FMs (Continued)

FM 90-21	(JAAT) Multi-Service Procedures for Joint Attack Team Operations, Oct 91
FM 100-26	The Air-Ground Operations System, Mar 73
FM 100-42	US Air Force / US Army Airspace Management in an Area of Operations, Nov 76
FM 100-103	Army Airspace Command and Control in a Combat Zone, Oct 87
FM 101-5	Command and Control for Commanders and Staff, Final Draft, Aug 93
FM 101-5-1	Operational Terms and Symbols, Oct 85

ARTEPs

ARTEP 6-300	Army Training and Evaluation Program; Corps Field Artillery Section, Division Artillery and Field Artillery Brigade, Sep 85
ARTEP 6-300-1	Army Training and Evaluation Program, Corps Field Artillery Section, Division Artillery and Field Artillery Brigade TACFIRE
ARTEP 71-100-MTP	Mission Training Plan Division Command Group and Staff. Final Draft (Unedited) May 90
ARTEP 100-2	Army Training and Evaluation Program, Division Command Group and Staff, Jun 78

JOINT PUBLICATIONS

Universal Joint Task List, Feb 95

Joint Pub 3-01.4	Joint Tactics, Techniques and Procedures for Joint Suppression of Enemy Air Defenses (J-SEAD), Dec 93
Joint Pub 3-52	Doctrine for Joint Airspace Control in the Combat Zone, Dec 93

TRADOC PAMPHLET

TRADOC Pam 11-9	Blueprint of the Battlefield, May 91

U.S. NAVY/US MARINE CORPS PUBLICATIONS

NWP 3-09.11M/FMFM 1-7 Supporting Arms in Amphibious Operations, March 95

APPENDIX A

Index of Battlefield Functions[1]

This component lists the thirty-nine (39) BFs for each BOS which have been identified as relevant to training of U.S. Army tactical echelon units. These BFs were identified based on an analysis of Training and Doctrine Command (TRADOC) Pamphlet 11-9, "Blueprint of the Battlefield". The purpose of this component is to depict the BOS and the BF which define each BOS.

INTELLIGENCE	(1)	Conduct Intelligence Planning
	(2)	Collect Information
	(3)	Process Information
	(4)	Disseminate Intelligence
MANEUVER	(5)	Conduct Tactical Movement
	(6)	Engage Enemy with Direct Fire and Maneuver
AIR DEFENSE	(16)	Take Active Air Defense Measures
	(17)	Take Passive Air Defense Measures
FIRE SUPPORT	(7)	Employ Mortars
	(8)	Employ Field Artillery
	(9)	Employ Close Air Support
	(10)	Conduct Electronic Collection and Attack
	(11)	Conduct PSYOP
	~~(12)~~	~~Employ Chemical Weapons~~ [2]
	(13)	Conduct Counter Target Acquisition Operations
	(14)	Employ Naval Surface Fires
	(15)	Coordinate, Synchronize and Integrate Fire Support
MOBILITY AND SURVIVABILITY	(21)	Overcome Obstacles
	(22)	Enhance Movement
	(23)	Provide Countermobility
	(24)	Enhance Physical Protection
	(25)	Provide Operations Security
	(26)	Conduct Deception Operations
	(27)	Provide NBC Defense

[1]The term "Battlefield Function (BF)" was designated by TRADOC in September 1996 to replace "Critical Combat Function (CCF)". At the same time the term was redefined as "Processes or activities occurring over time that must be performed to accomplish a mission(s) or supporting critical tasks. It provides task integration, combined arms interaction, and inter-Battlefield Operating Systems (BOSs) linkages." TRADOC also renamed "task analysis" (TA) to "function analysis" (FA).

[2]Although U.S. national policy has renounced the use of chemical weapons, this BF is retained because it is a function which could be performed by other nations

COMMAND AND CONTROL	(18)	Plan for Combat Operations
	(19)	Direct and Lead Unit During Preparation for the Battle
	(20)	Direct and Lead Units in Execution of Battle
COMBAT SERVICE SUPPORT	(28)	Provide Transport Services
	(29)	Conduct Supply Operations
	(30)	Provide Personnel Services
	(31)	Maintain Weapons Systems and Equipment
	(32)	Provide Health Services
	(33)	Treat and Evacuate Battlefield Casualties
	(34)	Conduct Enemy Prisoners of War (EPW) Operations
	(35)	Conduct Law and Order Operations
	(36)	Conduct Civil Affairs Operations
	(37)	Provide Sustainment Engineering
	(38)	Evacuate Non-combatants from Area of Operations
	(39)	Provide Field Services

APPENDIX B

Structure of Battlefield Functions

This component provides a description of each BF and the BOS with which it is aligned. Included with each BF definition is a listing of major doctrinal topics and aspects addressed by the BF. These definitions provide the necessary framework required to understand the focus of each BF. Under most circumstances, divisions will be involved in the accomplishment of some or all aspects of the BF. The involvement can vary from extensive, wherein the BF is a major focus, to minor, wherein the division only furnishes information. In the latter instances, the involvement may not be sufficient to warrant incorporation into a division's training program, although the division's responsibilities are likely addressed in its SOP for tactical operations (TSOP). BF definitions were extrapolated from TRADOC Pam 11-9 "Blueprint of the Battlefield," as well as other doctrinal publications relevant to the applicable BF or BOS.

1. **Intelligence BOS** - The ways and means of acquiring, analyzing, and using knowledge of the enemy, weather, and terrain required by a commander in planning, preparing, and conducting combat operations. These BFs are continuous throughout the planning, preparation, and execution phases of the battle.

a. **BF (1) Conduct Intelligence Planning** - The development and coordination of information relative to the enemy, weather, and terrain prior to and during the development of the division OPORD; the planning to collect information from battlefield sources and to acquire intelligence from other headquarters. Focus of this BF is the Intelligence Preparation of the Battlefield (IPB). This BF addresses:

1) Collection Plan.
2) Integrated threat templates (e.g., doctrinal, event, input to DST).
3) Terrain and weather analysis.

b. **BF (2) Collect Information** - Obtaining information in any manner from division elements and from sources outside the division (e.g., corps headquarters and adjacent divisions). This BF includes the tasks associated with managing the processes and activities necessary to collect battlefield information which may eventually be used to provide intelligence relative to the enemy, terrain, and weather. This BF addresses:

1) Information collected as a result of the division collection plan.
2) Continuous information collection and acquisition from all sources.

c. **BF (3) Process Information** - The conversion of information into intelligence through collation, evaluation, analysis, integration, and interpretation in a continual process. This BF addresses:

1) Evaluation of threat information.
2) Evaluation of physical environment information.

3) Integration of intelligence information.
4) Development of enemy intentions.
5) Development of targeting information.
6) Preparation of intelligence reports.
7) Update of situational template.
8) Provision of battlefield area reports.

d. **BF (4) Disseminate Intelligence** - Transmission of information by any means (verbal, written, electronic, etc.), from one person or place to another to provide timely dissemination of critical intelligence to all appropriate members of the division. This BF addresses:

1) The sending of processed intelligence in a timely manner to those in the division who can, by its receipt take appropriate actions to accomplish the mission. This includes intelligence on the enemy, terrain, and weather.

2) The sending of raw information directly from those responsible for reconnaissance and surveillance to the commander should that information be time sensitive (without time for processing by intelligence analysts).

3) Dissemination of battlefield reports.

2. **Maneuver BOS** - The employment of direct fire weapons, platforms, and systems through movement and fire and maneuver to achieve a position of advantage in respect to enemy ground forces, in order to accomplish the mission. The direct fire weapons are: tank guns, BFV 25mm, anti-tank guns and rockets, attack helicopter guns and rockets, small arms, crew served weapons, and directed energy weapons systems.

a. **BF (5) Conduct Tactical Movement** - Position direct fire weapons systems relative to the enemy to secure or retain positional advantage, making full use of terrain and formations. Tactical movement occurs when contact with the enemy is likely or imminent but direct fire engagement has not yet occurred. Units supporting maneuver units are included. This BF addresses:

1) Subordinate element OPORD preparation and dissemination.
2) Preparation for movement.
3) Movement, mounted and dismounted; on and off road.
4) Closure of movement - tactical assembly area; tactical positions.
5) Navigation.
6) Force protection.
7) Air movement.

b. **BF (6) Engage Enemy with Direct Fire and Maneuver** - Entering into ground combat with the enemy using direct fire and/or close combat in order to destroy the enemy or cause him to withdraw. This BF relates only to those direct fire weapons systems associated with the Maneuver BOS. This BF is initiated with the OPORD at the completion of the planning phase

of the battle and includes all tasks associated with subordinate echelon planning, preparation, and execution of the battle. This BF addresses:

1) Subordinate element OPORD preparation and dissemination.
2) Preparation of engagement areas.
3) Rehearsals of battle plans.
4) Target acquisition.
5) Fire control and distribution.
6) Fratricide.
7) Conduct of close combat.
8) Integration of direct fire with maneuver.
9) Control of terrain.
10) Consolidation and reorganization.

3. **Fire Support BOS** - The collective, coordinated, and synchronized use of target acquisition data, indirect fire weapons, armed aircraft (less attack helicopters), and other lethal and non-lethal means against ground targets in support of maneuver force operations and to achieve the commander's intent and scheme of maneuver. The Fire Support BOS addresses these weapons: mortars, field artillery, close air support, electronic measures, and naval surface fires.

a. **BF (7) Employ Mortars** - Employment of mortars in support of the division fire support plan by the maneuver unit to place fires on the enemy or terrain to support the commander's concept and intent. This BF initiates with the receipt of an OPORD by the maneuver commander and addresses those tasks required during the preparation and execution phases of the battle.

b. **BF (8) Employ Field Artillery** - The ways and means employed by the division to cause indirect artillery fires to be placed on the enemy or terrain to support the commander's concept and intent. This BF initiates upon receipt of an OPORD by the division commander and includes tasks performed during the preparation and execution phases of the battle. The fire support coordination tasks necessary to integrate the field artillery and the maneuver units are the primary focus. This BF as performed by a division does not address field artillery tasks associated directly with those actions taken by the artillery batteries, battalions, and DivArty in the conduct of their support mission such as FDC operations, gun operations, etc. This BF addresses:

1) Fire support - maneuver unit rehearsals.
2) FSE operations during the preparation and execution phase of the battle.
3) FSO operations in coordination with the division commander.
4) Positioning and movement within the division sector or zone.
5) Indirect fire missions in support of division commander's concept and intent.
6) Sustainment operations.
7) Indirect fire planning as battlefield METT-T change.

c. **BF (9) Employ Close Air Support** - Planning for, requesting, and employing armed aircraft (less attack helicopters) in coordination with other fire support (lethal and non-lethal) against ground targets in support of the division commander's concept and intent. This BF addresses:

1) Air-ground attack requests.
2) Air space coordination and management.
3) ALO; TACP/FAC; FSCOORD/FSO/FIST; USN/USMC NGO, NALO, and SALT tasks that enable air to ground attacks.

d. **BF (10) Conduct Electronic Collection and Attack** - Actions taken to deny the enemy effective command, control, and communications of his own tactical force in support of division commander's concept and intent. This BF includes jamming, deception, and collection.

e. **BF (11) Conduct PSYOP** - Division supports conduct of psychological activities as an integral part of combat operations to bring psychological pressure to bear on enemy forces and civilians under enemy control in the battle area to assist in the achievement of tactical objectives in support of division commander's concept and intent.

~~f. **BF (12) Employ Chemical Weapons**~~[1] - Employment of chemical agents or other means to degrade enemy capabilities in support of division commander's concept and intent.

g. **BF (13) Conduct Counter Target Acquisition Operations** - Suppress (e.g., using smoke or dazzling illumination) or degrade enemy direct observation, optics, radar, sensors, electronic DF equipment, and imaging systems in support of division commander's concept and intent.

h. **BF (14) Employ Naval Surface Fires** - The means and ends to provide naval gunfire in support of the division commander's concept and intent.

i. **BF (15) Coordinate, Synchronize, and Integrate Fire Support** - Coordination of all fire support means in support of the division commander's concept and intent. This BF addresses the preparation and execution of tasks necessary to integrate the fire support detailed in the OPORD. The BF integrates BF 7-14 in support of division commander's concept and intent.

4. **Air Defense BOS** - The means and measures organic or assigned which when employed successfully will nullify or reduce the effectiveness of attack by hostile aircraft or missiles after they are airborne.

a. **BF (16) Take Active Air Defense Measures** - Application of firepower to destroy enemy air targets. This BF addresses the coordinating tasks which enable the division commander to successfully employ any attached or assigned air defense weapons system as well as the tasks necessary to employ all organic weapons systems against enemy air targets. This BF addresses:

---

[1] Although U.S. national policy has removed the use of chemical weapons, this BF is retained because it is a function which could be performed by other nations.

1) Employment of air defense artillery units.
2) Airspace management.
3) Early warning.
4) Sustainment.

b. **BF (17) Take Passive Air Defense Measures** - The protection of the maneuver force from enemy air by means other than weapons. This BF focuses on the preparation and execution phases of the battle. This BF addresses:

1) Early warning.
2) Dispersion.
3) Cover and concealment.
4) Deception.

5. **Command and Control BOS** - The way and means a maneuver commander exercises authority and direction over organic and assigned combat power in the accomplishment of the mission.

a. **BF (18) Plan for Combat Operations** - The integration of all members of the division in the coordinated development of an operations order which will guide the activities of the division in conducting combat operations to accomplish assigned missions. The product/outcome of this BF is a briefed, understood OPORD. This BF addresses:

1) Receipt and analysis of higher HQ OPORD.
2) Issuance of warning order.
3) Restated mission statement.
4) Commander's estimate process/troop leading procedures.
5) Commander's guidance.
6) Mission analysis (includes course of action development).
7) Decision brief to commander.
8) Development of a synchronized OPORD.
9) Reproduction and distribution of OPORD to all participants.
10) Briefing of OPORD; understanding of order by participants.
11) FRAGO planning and issue.

b. **BF (19) Direct and Lead Unit during Preparation for the Battle** - The ways and means to prepare the division for the battle so that the division is ready to support the division commander's concept and intent. This BF addresses:

1) Commander's activities.
2) Communicating information.
3) Briefbacks and backbriefs.
4) Rehearsals.
5) Management of the means of communicating information.
6) Maintaining and updating information and force status.
7) Managing information distribution.

8) Decisions to act or change ongoing actions.
9) Confirming IPB through the reconnaissance effort.
10) Determining actions to implement decisions.
11) Providing command presence.
12) Maintaining unit discipline.
13) Synchronizing tactical operations (e.g., execution matrix, DST).
14) TOC operations (e.g., staff integration and battle tracking).
15) Continuity of command.
16) Continuous and sustained operations.
17) Communications (e.g., planning, installation and operation of systems, management, site election).

c. **BF (20) Direct and Lead Units in Execution of Battle** - The ways and means to command and control the division's execution of the battle plan (engaging the enemy in battle) to accomplish the division commander's concept and intent. This BF addresses:

1) Directing the conduct of the battle.
2) Issuing orders.
3) Command presence.
4) Information distribution.
5) Decisions on need for action or change.
6) Maintaining unit discipline.
7) Synchronizing tactical operations.
8) TOC operations (includes CP displacement, security, survivability).
9) Continuity of command (e.g., C2 redundancy).
10) Continuous and sustained operations.
11) Consolidation and reorganization.

6. **Mobility and Survivability BOS** - The ways and means of the force that permit freedom of movement, relative to the enemy, while retaining the force's ability to fulfill its primary mission as well as the measures the force takes to remain viable and functional by protection from the effects of enemy weapons systems and natural occurrences.

a. **BF (21) Overcome Obstacles** - Enabling the division to maintain its mobility by removing or clearing/reducing natural and man-made obstacles. This BF will initiate after receipt of the OPORD and addresses subordinate echelon planning as well as preparation and execution tasks necessary to achieve the division commander's concept and intent. This BF addresses:

1) Clearing a path or lane for personnel and equipment through a battlefield obstacle.
2) Passing through or over any battlefield terrain feature, wet or dry, that is too wide to be overcome by organic/self bridging.

b. **BF (22) Enhance Movement** - Provision of adequate mobility for division units in the division's area of operations. This BF addresses:

1) Construction and repair of combat roads and trails.
2) Construction or repair of forward airfields.
3) Facilitating movement on routes. (This includes control of road traffic and control of refugees and stragglers.)
4) Tracking status of routes.
5) Host nation support.

c. **BF (23) Provide Countermobility** - Delaying, channeling, or stopping offensive movement by the enemy consistent with the commander's concept and intent by enhancing the effectiveness of friendly direct and indirect weapons systems. This BF addresses:

1) Emplacement of obstacles.
2) Terrain enhancement.

d. **BF (24) Enhance Physical Protection** - Providing protection of friendly forces on the battlefield by enhancing the physical protection of personnel, equipment and weapons systems, and supplies. This BF addresses:

1) Construction of fighting positions.
2) Preparation of protective positions.
3) Employment of protective equipment.

e. **BF (25) Provide Operations Security** - Denying information to the enemy about friendly capabilities and intentions by identifying, controlling, and protecting indicators associated with planning and conducting military operations. This BF addresses:

1) Analysis to determine key assets and threats to them.
2) Cover and concealment.
3) Camouflage.
4) Noise and light discipline.
5) Counter reconnaissance.
6) Smoke/obscurants.
7) Physical security measures.
8) Signal security.
9) Electronic security.

f. **BF (26) Conduct Deception Operations** - Taking actions to mask the real objectives of tactical operations in order to delay effective enemy reaction. This BF addresses:

1) Physical deception.
2) Electronic deception.

g. **BF (27) Provide NBC Defense** - The avoidance of contamination; the protection of people, objects, or areas from chemical or biological agents by absorbing, destroying, neutralizing, or

otherwise rendering harmless or removing such agents; and the removal of radioactive material. This BF addresses:

1) Decontamination of individual soldiers and their equipment.
2) Decontamination of weapon systems and supplies.
3) Hasty and deliberate decontamination.
4) Avoidance of contaminated areas.
5) NBC reconnaissance.
6) NBC defensive measures.
7) NBC warning.

7. **Combat Service Support BOS** - The support, assistance, and service provided to sustain forces, primarily in the areas of logistics, personnel services, and health services.

a. **BF (28) Provide Transport Services** - Providing or coordinating for transportation which will assure sustainment support operations in support of the division commander. Upon receipt of an OPORD, this BF addresses preparation and execution tasks necessary to achieve transportation support of the division. This BF addresses:

1) Movement of cargo, equipment, and personnel by surface or air.
2) Loading, transloading, and unloading material and supplies.

b. **BF (29) Conduct Supply Operations** - Providing the items necessary to equip, maintain, and operate the force during the preparation and execution phases of the battle. This BF addresses:

1) Requesting, receiving, procuring, storing, protecting, relocating, and issuing supplies to the specific elements of the force.
2) Providing munitions to weapons systems.
3) Providing fuel and petroleum products to equipment and weapons systems.
4) Reporting status.

c. **BF (30) Provide Personnel Services** - Management and execution of all personnel-related matters to sustain the force. This BF addresses:

1) Personnel Administrative Services.
   a) Replacement, casualty reporting, casualty tracking.
   b) Awards and decorations.
   c) Postal operations.
   d) Replacement operations.
2) Financial services.
3) Unit ministry teams.
4) Legal services.
5) Public affairs.
6) Reporting personnel status.

7) Preservation of the force through safety.
8) Management of stress.

d. **BF (31) Maintain Weapons Systems and Equipment** - Preservation and repair of weapons systems and equipment. This BF includes the provision of repair parts and end items to all members of the division before, during, and after the battle. Included also is doctrinal echeloning of maintenance (organization, DS, GS). This BF addresses:

1) Preventive maintenance.
2) Recovery.
3) Diagnosis, substitution, exchange, repair, and return of equipment and weapons systems to the units.
4) Reporting status.

e. **BF (32) Provide Health Services** - Performance, provision or arrangement for health services regardless of location, to promote, improve, conserve, or restore the mental or physical well-being of individuals or groups. This BF addresses:

1) Preventive medicine.
2) Field sanitation.

f. **BF (33) Treat and Evacuate Battlefield Casualties** - Application of medical procedures on battlefield casualties beginning with "buddy aid" through trained medical personnel. The BF includes movement of casualties from the forward edge of the battlefield back to corps-level medical facilities. This BF addresses:

1) Triage of battlefield casualties.
2) Treatment and movement of casualties to rear (MEDEVAC).
   a) Identification of levels of care and locations.
   b) Synchronization and coordination of movement of medical facilities to ensure the continuity of care.
   c) Establishment and maintenance of communications with redundant means.
   d) Rehearsals.
   e) Resupply.
   f) Casualty reporting.
3) Evacuation:
   a) Ground ambulance.
   b) Aero medevac.
   c) Non-standard evacuation.
4) Handling and processing the remains of soldiers who have died of wounds.
5) Reporting status.

g. **BF (34) Conduct Enemy Prisoners of War (EPW) Operations** - The collection, processing, evacuation, and safeguarding of enemy prisoners of war. This BF addresses:

1) Collecting and evacuating EPW.
2) Searching, segregating, safeguarding, silencing, and rapid rearward movement of EPW.
3) Securing EPW.
4) Operating EPW holding areas.

h. **BF (35) Conduct Law and Order Operations** - Enforcement of laws and regulations and maintenance of unit and personnel discipline.

i. **BF (36) Conduct Civil Affairs Operations** - Conduct of those phases of the activities of a tactical commander which embrace the relationship between the military forces and civil authorities, and the citizens in a friendly or occupied country or area when U.S. military forces are present.

j. **BF (37) Provide Sustainment Engineering** - The repair and construction of facilities and lines of communication. This BF addresses:

1) Rear area restoration.
2) Construction and maintenance of lines of communication (roads, railroads, ports, airfields).
3) Construction support:
   a) Marshaling, distribution, and storage facilities.
   b) Pipelines.
   c) Fixed facilities.
   d) Well drilling.
   e) Dismantlement of fortifications.

k. **BF (38) Evacuate Non-combatants from Area of Operations** - The use of available military and host-nation resources for the evacuation of US forces, dependents, US government civilian employees, and private citizens (US and other). This BF addresses:

1) Medical support.
2) Transportation.
3) Security.
4) Preparation of temporary shelters.
5) Operation of clothing exchange facilities.
6) Operation of bathing facilities.
7) Graves registration.
8) Laundry.
9) Feeding.

l. **BF (39) Provide Field Services** - Performance of service logistics functions by and for Army elements in the field. This BF addresses:

1) Clothing exchange.
2) Bathing facilities.

3) Graves registration.
4) Laundry and clothes renovation.
5) Bakeries.
6) Feeding (rations supply, kitchens).
7) Salvage.

APPENDIX C

List of Abbreviations and Acronyms

This component identifies the acronyms used by the author in the task analysis. Acronyms are derived from relevant doctrinal publications.

A

A2C2	Army airspace command and control
AAVN	Army aviation
AAR	after action review
ADA	air defense artillery
ADC	assistant division commander
ADCOORD	air defense coordinator
AF	Air Force
AFATADS	Advanced Field Artillery Tactical Data System
AFIEW	Air Force Intelligence and Electronic Warfare
AI	air interdiction
ALO	air liaison officer
AMTP	ARTEP mission training plan
ANGLICO	air and naval gunfire liaison company
AO	area of operations
AOC	air operations center
ARI	Army Research Institute
ARTEP	Army Training and Evaluation Plan
ASAS	All Source Analysis System
ASOC	air support operations center
ASP	ammunition supply point
ASR	ammunition supply rate
ATO	air tasking order
Avn	aviation
Avn Off	aviation officer

B

BCD	battlefield coordination detachment
BDA	battle damage assessment
Bde	brigade
BF	battlefield function
Bn	battalion
BOS	battlefield operating system (s)

C

CA	combat assessment
CAS	close air support
CCF	critical combat function

CCIR	commander's critical intelligence requirements
CE	communications and electronics
CIC	combat information center
CL V	Class V (Ammunition)
COA	course of action
COLT	combat observation and lasing team
CP	command post
C/S	chief of staff
CS	combat support
CSS	combat service support
CSR	controlled supply rate

D

DAO	division ammunition officer
DD	destroyer
DFSCOORD	deputy fire support coordinator
Div	division
DivArty	division artillery
DISCOM	division support command
DLNO	division liaison officer
DOCC	deep operations coordination cell
DS	direct support
DST	decision support template
DST-Synch	decision support template and synchronization matrix
DTO	division transportation officer

E

EA	electronic attack
EAC	echelons above corps
ECCM	electronic counter counter measures
ECM	electronic countermeasures
EEFIR	essential elements of friendly information requirements
EEI	essential elements of information
EPB	electronic preparation of the battlefield
EPW	enemy prisoner of war
EW	electronic warfare
EWO	electronic warfare officer

F

FAADC3I	forward air defense command, control, communications, and intelligence
FAC	forward air controller
FARP	forward arming and refueling point
FASCAM	family of scatterable mines
FCT	firepower control team (ANGLICO)

FEBA	forward edge of the battle area
FFIR	friendly forces information requirements
FIST	fire support team
FIST-V	fire support team - vehicle
FLOT	forward line of own troops
FM	field manual
FO	forward observer
FPF	final protective fire
FRAGO	fragmentary order
FS	fire support
FSCL	fire support coordination line
FSCOORD	fire support coordinator
FSE	fire support element
FSO	fire support officer

G

GI	Assistant Chief of Staff, Personnel
G2	Assistant Chief of Staff, Intelligence
G3	Assistant Chief of Staff, Operations
G4	Assistant Chief of Staff, Logistics
G5	Assistant Chief of Staff, Civil Affairs
GS	general support
GSR	general support-reenforcing; ground surveillance radar
GST	ground support terminal

H

H & I	harassing and interdiction (fires)
HPT	high-payoff target
HVT	high-value target

I

ICM	improved conventional munitions
IEW	intelligence and electronic warfare
IFF	identification, friend or foe (radar)
IPB	intelligence preparation of the battlefield

J

JAAT	joint air attack team
JMDT2	Joint and Multi-Service Distributed Training Testbed
JSEAD	joint suppression of enemy air defenses
JSTARS	Joint Surveillance Target Attack Radar System
JTF	joint task force

L

LNO	liaison officer
LOC	lines of communication
LP	listening posts
LRSU	long-range surveillance unit
LZ	landing zone

M

METT-T	mission, enemy, terrain, troops, and time available
MI	military intelligence
MOPP	mission-oriented protective posture
MSR	main supply route
MTP	mission training plan

N

NAI	named area of interest
NALO	naval aviation liaison officer (ANGLICO)
NBC	nuclear, biological, and chemical
NCO	noncommissioned officer
NFA	no-fire area
NGO	naval gunfire officer (ANGLICO)
NSF	naval surface fires

O

Off	officer
OP	outpost
OPCON	operational control
OPORD	operation order
OPSEC	operations security

P

Pam	pamphlet
PIR	priority intelligence requirements
PM	provost marshal

R

RAOC	rear area operations center
RECON	reconnaissance
RETRANS	retransmission
RFA	restrictive fire area
ROE	rules of engagement
ROZ	restricted operations zone
R&S	reconnaissance and surveillance

RSR	required supply rate
RSTA	reconnaissance, surveillance, and target acquisition

S

SACC	supporting arms coordination center
SADARM	Search and Destroy Armor Munitions
SALT	supporting arms liaison team (ANGLICO)
SEAD	suppression of enemy air defenses
SIGINT	signal intelligence
SIGSEC	signal security
SITREP	situation report
SOF	special operations forces
SPOTREP	spot report

T

TAC	tactical
TAC CP	tactical command post
TACP	tactical air control party
TAI	targeted area of interest
TCF	tactical combat force
TOC	tactical operations center
TSOP	tactical standing operating procedures

U

UAV	unmanned aerial vehicle
USAF	United States Air Force

W

WAM	wide area munition